

Jackson College Board of Trustees Meeting

Regular Meeting

September 09, 2024 06:30 PM



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(*) Indicates a roll-call item

MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS²), **we believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters!

MISSION DOCUMENTS

VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.
- **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.
- **Inclusion** – We demonstrate inclusion by seeking involvement and providing access for those with diverse backgrounds to work toward a culture of equality while maintaining differences in a respectful way.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.
- **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals' greatest strengths.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
5:45pm Board Dinner [No Board discussion/decisions] <u>BOARD POLICY:</u> Open Meetings Act – Act 267 of 1976
Description:
In accordance with the Michigan's Open Meetings Act (OMA) , 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present. As further clarified in the Open Meetings Act Handbook , prepared by Michigan Department of Attorney General's Office, while the OMA " <i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i> " ²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.
Resource Impact:
None
Requested Board Action:
Board members partake in a purely social dinner gathering, prior to the regular Board meeting.
Action Taken:



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

Parliamentary procedure is a set of rules for conducting orderly meetings of the Board of Trustees that accomplish goals fairly. Excerpts from Robert's Rules of Order Newly Revised – 12th Ed. (RONR), includes provisions for small assemblies (i.e., a grouping of 12 or fewer members). These rules apply to the Board committees as well.

I. General Principles:

RONR provides that Board of Trustees meetings are not to be conducted with the formality of a large assembly, but some general principles apply. Namely:

1. A quorum must be present for business to be conducted.
2. All Trustees have equal rights, privileges and obligations.
3. No person should speak until recognized by the chairperson.
4. Personal remarks or sidebar discussions during debate are out of order.
5. Only one question at a time may be considered.
6. Only one person may have the floor at any one time.
7. Trustees have a right to know what the pending question is and to have it restated prior to a vote being taken.
8. Full and free discussion of every main motion is a basic right.
9. A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
10. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
11. The chair should always remain impartial.

II. Unique Components to Small Assemblies:

These rules/exceptions are called the *Rules of Order for Small Assemblies*. However, the following RONR modifications to the Rules for small assemblies are notable and must be adhered to:

1. Members are not required to obtain the floor before speaking or making a motion, which can be done while seated. The chairperson merely recognizes the person.
2. Motions need not be seconded, although the chair should repeat the motion so that the meeting knows what is being talked about and before there is a vote, the proposed resolution should be repeated by the chair unless the resolution is clear. (A long motion should be in writing to assist the chair.)

3. There is no limit on the number of times that a person can speak, although in boards and committees it is not proper for a member to speak if a person who has not spoken wishes to be recognized. It is never proper to interrupt.
4. Informal discussion on a topic is permitted, even though no motion is pending. (It is required, however, to stick to the agenda.)
5. When a proposal is perfectly clear to the assembly, a vote can be taken without a motion having been made, but the chair is responsible for expressing the resolution before it is put to a vote.
6. The chair need not rise while putting questions to a vote.
7. The chair can participate in the discussion and unless there is a rule or custom of the board or committee to the contrary, can make motions and vote.
8. In order to have the benefit of the committee's or board's matured judgment, no motions to close or limit debate (such as "calling the question") are permitted.

III. Amendments:

A "motion to amend" can accomplish one or more of the following: 1) Inserting new language; 2) Striking language; and 3) Striking language in favor of adding new language.

Any motion can be amended by a subsequent motion. If the person who made the original motion consent to the amendment, the amendment is then deemed to be "friendly" amendment and it does not require additional support from another person; additionally, the matter is not subject to debate. If an amendment is not deemed friendly, it does require a person to second the amendment. Such a motion must then be debated and voted upon, before the debate resumes on the original motion.

A person wishing to make an amendment cannot interrupt another speaker. The chair should allow full discussion of the amendment (being careful to restrict debate to the amendment, not the original motion) and should then have a vote taken on the amendment only, making sure the board members know they are voting on the amendment, but not on the original motion.

If the amendment is defeated, another amendment may be proposed, or discussion will proceed on the original motion.

If the amendment carries, the meeting does not necessarily vote immediately on the "motion as amended." Because the discussion of the principle of the original motion was not permitted during debate on the amendment, there may be members who want to speak now on the issue raised in the original motion.



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
1.0 Call to Order & Pledge of Allegiance of the United States <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description: Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: “I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.
Resource Impact:
None
Requested Board Action:
Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>2.0 Adoption of Minutes 2.1 Regular Board Meeting of 08.12.24</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p>Description:</p>
<p>Attached are the minutes of the most recent regular meeting of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p> <p>Please note that, by State law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting, and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of the minutes for approval to the formal record of the Board.</p>
<p>Action Taken:</p>
<p> </p>



REGULAR MEETING OF THE BOARD OF TRUSTEES
Jackson College
Central Campus, George E. Potter Center, 2nd Floor,
Boardroom
08.12.24

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 08.12.24, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairperson John Crist, Vice-Chairperson Sheila Patterson, Trustee Phil Hoffman, Trustee Donna Lake, Trustee Christopher Simpson, and Trustee Teshna Thomas

Board Member Absence: Trustee Matt Heins

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Jonathon Marowell, Sandy DeCesare, Dr. Mark Ott, Stephanie Waffle-Stephenson, Brendon Beer, Cindy Allen, Ashley Van Heest, John Globoker, Suzanne R. Jones, Heather Ruttkofsky, Julie Hand

Chairperson John Crist called the meeting to order at 6:30PM Eastern Daylight Savings Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees dated 06.10.24 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

COMMUNICATIONS

PUBLIC COMMENTS:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

Chairperson Crist reminded the Board and public of the following:

- Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.
- When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees.

Dr. Mark Ott (Current JC Employee – Jackson College Faculty) – Dr. Ott shared the faculties' contributions (specifically those of Angel Fonseca and Dianne Hill) to the College's recently awarded NSF ATE grant, to be used toward building a new blockchain education program and professional development. He described challenges that the College has faced in their efforts to pass a millage over the years and encouraged a broader inquiry into the cause of those challenges.

Dr. Ott quoted a recent email sent by CEO Phelan to all employees and offered hopes that the words will be turned into observable actions:

I understand that the concerns raised last fall, related to learner and employee experiences, have been a source of frustration and stress for many in our community. I take full responsibility for this and want to assure you that these matters will not be forgotten. We have entered into a fresh mindset that will continue to evolve, informed further by the upcoming report. While there is much to celebrate about what Jackson College is and does, I recognize that not everyone has shared in the experience of Jackson College as a place of warmth and care. We are committed to doing better.

Lastly, Dr. Ott described expanded Academic leadership considerations being made, guided by CEO Phelan as Acting CAO. He requested that faculty be consulted heavily in the redesign of the Academic Council. At the request of Trustee Hoffman, Dr. Ott provided the Board with a hardcopy of his comments made at this Board meeting.

Sandy DiCesare (Current JC Employee) – Sandy DiCesare shared her high regard for higher education and how that has contributed to her experience of events at Jackson College in the past year. She encouraged the Board to recall the public comments from Fall 2023 and to continue asking why negative perceptions of Jackson College have been experienced. As she reported, actions taken by the institution thus far toward improvement have generally not had an impact.

BOARD & CEO COMMENTS:

Trustee Hoffman shared his positive experience at the MCCA Summer Conference, describing the experience as reaffirming of the College's commitment to Policy Governance, as well as Jackson College's governance leadership in the State.

Trustee Lake concurred with Trustee Hoffman. Chairperson Crist described an equally reaffirming experience at the Govern for Impact conference he attended in Atlanta with Trustee Lake and CEO Phelan this past June.

Chairperson Crist described appreciation for a recent Center Stage Jackson production of the musical Hello, Dolly! performed in the Potter Center's Baughman Theatre this past July.

EXCELLENCE MINUTE:

The Board welcomed Heather Ruttkofsky, Jackson College Dean of Heather Sciences, Career & Technical Trades, to share the news of Jackson College's PN & RN pass rates. Both cohorts accomplished a 100% pass rate, a first-time and record accomplishment for the programs at Jackson College. CEO Phelan thanked Dean Ruttkofsky, Nursing Program Director Julie Bullinger-Ballow, and her faculty for their commitment to student success and operating a high-quality program.

Dean Ruttkofsky highlighted the Jets Success Program, which provides notifications to students and instructors when peer tutoring should be engaged to boost student learning.

Dean Ruttkofsky also described that pass rates in 2021 and 2022 were averaging 70%, making this climb to a pass rate of 100% in 2024 a particularly impressive leap. She left the Board with the anticipation of Jackson College's new Medical SIM Center, which will offer effective hands-on opportunities for learners.

OWNERSHIP LINKAGE

OWNER LINKAGE UPDATE

Trustee Lake shared that there were no updates to report at this time.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Bylaws Review

The Board's Bylaws were reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan offered some revisions for the Board's consideration.

Discussion ensued about the timing of Board meetings in the future, which will be further discussed at the Board's Fall Planning Session in November.

MOTION BY TRUSTEE SIMPSON TO APPROVE THE BYLAWS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: BCD-03 Delegation to the CEO – Policy Review

The Board's Board-CEO Delegation policy BCD-03 Delegation to the CEO was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan did not have any recommended changes.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY BCD-03 DELEGATION TO THE CEO WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: BCD-04 Monitoring CEO Performance – Policy Review

The Board's Board-CEO Delegation policy BCD-04 Monitoring CEO Performance was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan offered some revisions for the Board's consideration. CEO Phelan described clarifying language but no change in intent by the Board.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY BCD-04 MONITORING CEO PERFORMANCE AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

DECISION ON MILLAGE REQUEST:

Board members considered a resolution proposing a Headlee Override Millage request that would restore Jackson College's millage rate to its original 1964 voted millage of 1.33, up from its current rate of 1.1327, (an increase of 0.1973 mills) which would net approximately \$1.2M if approved by Jackson County voters. This request would be submitted for placement on the November 2024 ballot.

CEO Phelan described the purpose exclusively for workforce training and development, and Jackson College's need to be a stronger presence therein. He described that a major millage campaign would not be pursued, but appropriate efforts would be made via media and a mailing to get the facts out to voters. To Trustee Simpson's question, CEO Phelan clarified that all professional trades would be eligible for consideration of millage funds allocation.

Trustee Lake described her appreciation for the ballot proposal language. Trustee Simpson shared that an information pamphlet demystifying ballot language is crucial for voters to have. Trustees Thomas and Hoffman both offered their support for the ballot proposal language and information pamphlet.

MOTION BY TRUSTEE HOFFMAN TO APPROVE A HEADLEE OVERRIDE MILLAGE REQUEST TO RESTORE JACKSON COLLEGE'S MILLAGE RATE TO ITS

ORIGINALLY ESTABLISHED BY ELECTION IN 1964 RATE OF 1.33, TO BE SUBMITTED FOR PLACEMENT ON THE NOVEMBER 2024 BALLOT USING THE BALLOT PROPOSITION LANGUAGE PRESENTED WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Signed resolution on following pages.

Jackson College, Michigan (the "College")

A regular meeting of the board of trustees of the College (the "Board") was held in the Boardroom of the George Potter Center, within the boundaries of the College district, on the 12th day of August, 2024, at 6:30 o'clock in the p.m. (the "Meeting").

The Meeting was called to order by John M. Crist, Chairperson.

Present: Trustees John M. Crist, Philip E. Hoffman, Donna L. Lake, Sheila A. Patterson, Christopher A. Simpson, Teshna Thomas

Absent: Trustees Matthew R. Heins

The following preamble and resolution were offered by Trustee John M. Crist and supported by Trustee Philip E. Hoffman:

WHEREAS:

1. Pursuant to the Michigan Election Law, the College's regular college election shall be held on the first Tuesday after the first Monday in November of even years.
2. It is necessary to conduct the College's regular election on Tuesday, November 5, 2024, to fill one or more Board positions.
3. On or before 4:00 p.m. on Tuesday, August 13, 2024, the Board shall certify any ballot proposition to be submitted to the voters at such election to the election coordinator or coordinators designated to conduct elections within the College (the "Election Coordinator").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The regular college election of the electors of the College be called and held on Tuesday, November 5, 2024.
2. The proposition to be voted on at the regular college election shall be stated on the ballots in substantially the form as set forth in Exhibit A.
3. The Election Coordinator is requested to:
 - a. Utilize Jackson Citizen Patriot, a newspaper published or of general circulation within the College, for publication of notices in accordance with the election law requirements.
 - b. Utilize ballot proposition summary information, as prepared by legal counsel, in the forms of the notices of last day of registration and election in substantially the form as set forth in Exhibit B attached hereto.
 - c. Provide a proof copy of the ballot to the College and its legal counsel in sufficient time to allow the ballot to be proofread prior to printing.



4. The Secretary of this Board is hereby authorized and directed to file a copy of this resolution with the Election Coordinator and with any Election Clerk or clerks designated to conduct elections within the College by 4:00 p.m., on Tuesday, August 13, 2024.

5. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

Ayes: Trustees John M. Crist, Philip E. Hoffman, Donna L. Lake, Sheila A. Patterson, Christopher A. Simpson, Teshna Thomas

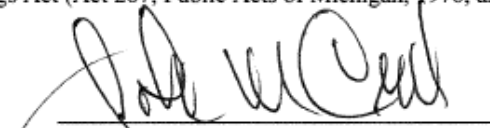
Nays: Trustees None

Resolution declared adopted.



Chairperson, Board of Trustees

The undersigned duly qualified and acting Secretary of the Board of Trustees of Jackson College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the Open Meetings Act (Act 267, Public Acts of Michigan, 1976, as amended).



Chairperson, Board of Trustees

CJI/sew



EXHIBIT A

**JACKSON COLLEGE
MILLAGE PROPOSAL**

This proposal will allow the college to restore its originally authorized charter millage rate of 1.33 mills on all property, with the revenue of this proposal to be used for enhancing job training, job placement and professional trades education programs.

Shall the limitation on the amount of taxes originally established by election in 1964 which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mill (\$0.1973 per \$1,000 of taxable valuation) for a period of 10 years, from 2025 to 2034, inclusive, to provide funds for enhancing job training, job placement, and professional trades education programs; if this millage is approved and levied in full in 2025, it is estimated to raise approximately \$1,200,000 (this millage is to restore millage lost as a result of the reductions required by the Michigan Constitution of 1963)?



EXHIBIT B

**SUMMARY OF BALLOT PROPOSITION TO BE INSERTED IN THE
NOTICES OF LAST DAY OF REGISTRATION AND ELECTION:**

**JACKSON COLLEGE
MILLAGE PROPOSAL
0.1973 MILL FOR 10 YEARS TO RESTORE HEADLEE REDUCTION**

Full text of the ballot proposition may be obtained at the administrative offices of Jackson College, 2111 Emmons Road, Jackson, Michigan 49201-8335, telephone: (517) 787-0800.



CONSIDERATION OF REGULAR BOARD MEETING DATES 11/24-11/25:

Board members considered the following dates for the 11/24-11/25 Regular Board Meeting dates:

1. Considering that 11.11.24 is Veteran's Day, the Board will move the November 2024 Regular Board Meeting to 11.04.24.
2. Proposed 2025 Regular Board Meeting Dates (related holidays noted):
 - January 13, 2025
 - February 10, 2025 (This meeting date will be discussed further at the next Board meeting on September 9, 2024. The Board will discuss if they will attend the 2025 Community College National Legislative Summit - February 9 - 12, 2025, in which case this meeting would be moved to February 17, 2025).
 - March 10, 2025
 - April 14, 2025 (Easter is 04.20.25.)
 - May 12, 2025
 - June 9, 2025
 - August 11, 2025
 - September 8, 2025 (Labor Day is 09.01.25.)
 - October 13, 2025
 - November 3, 2025 (Veteran's Day is 11.11.25.)

MOTION BY TRUSTEE THOMAS TO MOVE THE NOVEMBER 2024 REGULAR BOARD MEETING TO 11.04.24 AND APPROVE THE 2025 REGULAR BOARD MEETING DATES AS PROPOSED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-00 General Executive Limitations – Evidence Review

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-00 General Executive Limitations, indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE HOFFMAN THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-00 GENERAL EXECUTIVE LIMITATIONS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EN-01 Board's ENDS (#1-3) – Evidence Review
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EN-01 Board's Ends (#1-3), indicating Full Compliance according to his previously approved interpretations.

CEO Phelan noted that Jackson College's tuition continues to be a bargain, which may be further enhanced by the Michigan Community College Guarantee. He thanked members of the Leadership Council for their deepened dive into the evidence for this ENDS report.

Trustee Simpson described the evidence as overwhelmingly thorough.

MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EN-01 BOARD'S ENDS (#1-3) AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted. He also provided an updated schedule of policy, interpretation, and evidence reviews for calendar year 2024 (reflecting the policy review and monitoring of the Boards' ENDS policies across three months), along with the schedule for the Trustee's policy pre-review process. Chairperson Crist will offer the 2025 schedule for the Trustee's policy pre-review process at the 09.09.24 Board meeting

INFORMATION REQUEST BY THE BOARD

FY'24 Q4 Financial Report:

The Board received and reviewed the FY'24 Q4 Financial Report. CEO Phelan noted that there is a lag effect that occurs due to timing of the budget as compared to that of State Aid. He thanked CFO John Globoker and his team for their efforts on this report.

Consideration of the Administrative Manual:

The Board received and reviewed the Jackson College Administrative Manual, which is provided to the Board annually. CEO Phelan thanked COO Cindy Allen and the HR office, as well as the College's legal counsel, Brendon Beer, for his legal review. All legal updates have been incorporated into the manual, but there have been no major changes. The consensus of the Board was to continue receiving this manual annually.

College Feature: JPEC:

Jackson Preparatory and Early College President, Jonathon Marowelli & JPEC Chairperson, Suzanne R. Jones provided an update on the good work of the Jackson Preparatory Early College (JPEC).

Information highlights included:

- President Marowelli has been with JPEC for 10 years now. His doctorate was also recently approved by UofM.
- 2023's largest JPEC graduating class saw 33 JPEC students earning 56 degrees and certificates from Jackson College. Students are averaging more than 1 degree and certificate. Also 1/3 of these graduating students were of marginalized identities.
- Partnerships with outside organizations are providing STEAM education starting at 6th grade, including Arts and Technology just as much as English, Science, and Math.
- Exposure to Health Occupations is being well-received by JPEC students from Jackson College.
- President Marowelli was recently invited to the College Board National Conference to present work that JPEC and Jackson College does together. The weekly commitment of JPEC advisors meeting with Jackson College advisors to monitor student progress and challenges is exemplary.
- President Marowelli and Chairperson Jones thanked the Board and CEO Phelan for the ongoing positive and collaborative nature of JPEC and Jackson College's partnership.
- Chairperson Jones highlighted appreciation for the leadership and support that the Jackson College Board provides to JPEC.
- CEO Phelan noted that the JPEC Board also uses Policy Governance.

Next Board Meeting Topics – 09.09.24:

CEO Phelan provided the members with a portent of items that are to come at the 09.09.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Excellence Minute
- Policy Review: EL-01 Treatment of Learners
- Policy Review: EL-02 Treatment of Staff
- Policy Review: BCD-01 Unity of Control
- Policy Review: GP-05 Role of the Vice Chair
- Policy Review: GP-08 Board & Committee Expenses
- Interpretations Assessment: EL-01 Treatment of Learners
- Interpretations Assessment: EL-02 Treatment of Staff
- Consideration of February 2025 Regular Board Meeting Date
- Evidence Review: EN-01 Board's ENDS (#4)
- CEO Monitoring Compliance Schedule & Summary
- 2025 Policy Pre-review Schedule

- Consideration of State Required Best Practices Resolution
- Board Survey Results: BCD-03 Delegation to CEO
- Board Survey Results: BCD-04 Monitoring CEO Performance
- College Feature: Registrar / Director of Jackson College @ LISD TECH
- Miller Johnson Audit Report – Executive Summary

Chairperson Crist and CEO Phelan discussed datapoints that CEO Phelan recently provided the Board, indicating that the College's diverse identity faculty of 9% is in close standing with national percentages of the same. CEO Phelan described for Trustee Simpson that the goal is to reflect the demographic of the community, and as CAO, it is his intention to grow Jackson College's diversity, especially in the classroom.

SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process.

MEETING CONTENT REVIEW

All was appreciated by the Board. Trustee Simpson shared his appreciation for the reports from JPEC and the College's Financial Report.

ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn."

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:30pm ET.

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: September 9, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>3.0 Declaration of Conflict of Interest*</p> <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
<p>Description:</p>
<p>Consistent with Board Policy, By-laws, and the standard of the Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Roll Call Consideration of any actual or perceived conflict of interest with agenda items.</p>
<p>Action Taken:</p>
<p> </p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>4.0 Communications 4.1 Public Comments (limit of 5 minutes per person)</p> <p><u>BOARD POLICY:</u> BYLAWS</p>
<p>Description:</p> <p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairperson may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairperson also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.</p> <p>Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. <i>Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Deligation policies and related authority and duties.</i></p> <p>The Chairperson reads the following statement prior to persons offering comment, but regardless, it is expected to be adhered to by persons wishing to address the Board:</p> <p><i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></p>
<p>Requested Board Action:</p> <p>Receive comments from persons wishing to address the Board.</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
4.0 Communications 4.2 Board & CEO Comments <u>BOARD POLICY:</u> BYLAWS
Description:
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p> <p>However, Board Policy and good governance practice suggests that this is not an occasion to make comments / respond to the attending public, as <i>this is a meeting of the Board, not the public.</i> Thus, this item is provided solely an opportunity for sharing items of interest among Trustees.</p>
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: September 9, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>5.0 Closed Session – Review of Miller Johnson Investigation Report</p> <p style="text-align: center;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners & EL-02 Treatment of Staff</p>
<p>Description:</p>
<p>As provided by Public Act 15.268, Section 8, Sub-section (h) to consider material exempt from discussion or disclosure by state or federal statute (Attorney-Client Privilege), I therefore request a closed session at this time for the above purpose as it relates to review of the Miller Johnson Investigation Report.</p> <p>No action shall be taken by the Board of Trustees while in closed session.</p> <p>Enclosed is the Investigation Report Executive Summary for your consideration.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Affirm the request and move to closed session.</p>
<p>Action Taken:</p>
<p> </p>

JACKSON COLLEGE INVESTIGATION REPORT EXECUTIVE SUMMARY

Prepared by:



This Executive Summary was prepared at the request of the Board of Trustees (“Board”) of Jackson College (“JC” or the “College”). The Board retained Miller Johnson (“MJ” or “investigators”) as counsel for the purpose of investigating various concerns on October 30, 2023. Over the course of the investigation, investigators conducted interviews with more than twenty current and former College stakeholders and reviewed more than 7,000 pages of documents.

At the outset of the investigation, the Board provided the investigators a list of eight concepts they sought to investigate. Those eight concepts were:

1. Several people mentioned that JC was “perceived as a racist institution.” Dr. Stockbridge stated, “Everyone knows JC is racist.” Please investigate if there is a foundation for these claims.
2. Please review the circumstances surrounding the confusion with the Ready, Set, Jet program. Determine if it was handled appropriately and communicated to all parties involved promptly and adequately.
3. Please review policies on treating staff and students and sexual harassment and discrimination. Determine if they incorporate best practices.
4. Please review the complaint from Na’Tiyah Jones-Montgomery and determine if it was handled correctly. Identify if there were other complaints, either in writing or verbally, filed against Gregg Klaus and what was done with them.
5. Identify and determine the departure of employees for the last ten years. List their positions and determine if there were any underlying themes to their departures.
6. Jamie Vandenberg claimed there is a breakdown in policies. She said the alignment between policies and practices is off and needs to be addressed. Determine if there is any validity to this.
7. Jenna Pruett commented that leadership covers up and points to the finger to divert attention. Please investigate if there is any validity to this complaint.
8. Several people commented that a “culture of fear” existed, and people were afraid to speak for fear of reprisal or being targeted. Determine the foundation for this feeling. Who was responsible for this working climate, and how was it perpetuated?

I. Summary of Key Facts Leading to September and October Board Meetings

Over the course of the investigation, it became clear to the investigators that the facts which lead to the tumult in the Fall, 2023, was important to give appropriate context to the questions which gave rise to this investigation.

During all times relevant for this investigation, the Ready Set Jet (RSJ) program at Jackson College was led by Antoine Breedlove, the current Interim Director of Multicultural Affairs. On August 31, 2022, an email exchange occurred between Kelly Crum, the former Chief Diversity Officer, and President Phalen regarding the mentor budget for Summer 2023, Fall 2023, and Winter 2024. Crum responded that the mentors would be a mix of returning RSJ students and other student leaders.

On January 1, 2023, Crum was appointed to lead housing, despite having no prior experience in this area. Crum hired two housing staff members, Hunter Causie, the former Director of Housing, and Drew Monroe, the former Assistant Director of Housing. During this time, President Phalen learned that 17-year-old students would be enrolled in the College during RSJ and initially objected due to liability concerns. However, after being presented information of housing protocols at other institutions, President Phalen eventually agreed to allow minor students in housing, provided they adhered to additional housing protocols. Throughout the program, RSJ students complained about security and perceived being treated like children.

Simultaneously, President Phalen, concerned about the impact on the College's budget, communicated with Crum about housing numbers for the Fall semester. Reports began on June 9, 2023, and continued. Crum and President Phalen met on June 23, 2023; President Phalen's contemporaneous notes outline discussion related to housing, RSJ, and international students in residence. On July 17, 2023, President Phalen removed Crum from her housing oversight duties due to not seeing the expected growth in housing numbers and turned housing duties over to Greg Klaus. Crum disputes President Phalen's characterization of the housing numbers and stated that barriers which existed for her were eliminated for Klaus. Soon after, the required GPA for housing was lowered from a 2.0 to a 1.5. Almost immediately after the reduction in required GPA, Cindy Allen, the Chief Operating Officer, mentioned in an email "with this change, it will definitely push the numbers up, so perhaps you can lead off with... Housing filling up fast."

On August 7, 2023, a meeting was held to discuss the College's commitments and next steps regarding the RSJ program. President Phalen admits that before the meeting he decided that RSJ would be ended at the conclusion of the cohort. During this meeting, the decision was finalized. Dr. Phalen repeatedly asked during that meeting, "Is there anything else?" referring to whether anything else had been promised to RSJ students, and Crum and Breedlove both said no; Crum explained they said "no" because they believed that the two-year cohort of RSJ was a "done deal" or within the scope of what had been committed and approved. During this meeting, it was decided that the RSJ program would end at the conclusion of the cohort, RSJ students will be moved out of campus housing by 12:00 pm on August 11, 2023, and that neither Breedlove nor Crum will have RSJ administrative duties in future years. The meeting also included a shift away from recruitment in "areas significantly outside" the college's service area.

Students demanded to meet with President Phalen, who did not return to campus that day. The next morning, President Phalen directed the administrative team to meet with the RSJ students; Allen stated via email on August 8, 2023, “[t]he President does not have time nor is interesting [sic] in meeting with the students. He pays his administration good money to handle these types of situations.”

At the August 14, 2023 Board Meeting, several public comments noted public concern and objection with the end of the RSJ program. The next day, President Phalen met with Crum and noted the need for “Learnings from the experience with RSJ issues.” Crum submitted her resignation on August 28, 2023.

The September 11, 2023, and September 25, 2024, Board meetings were filled with public comments related to RSJ, including allegations of racism, sexual harassment, and cultural insensitivity. President Phalen prepared a document entitled “CEO Response to Public Comment” for the October 16, 2023 meeting, which was criticized by multiple interviewees for not being forthcoming or truthful.

II. Findings

This Executive Summary will briefly summarize our findings relative to the eight issues identified by the Board.

A. Institutional Racism

Investigators reviewed demographic data, formal and informal complaints, consistency of complaint follow up, alleged racial biases in security, and other student-related complaints raised at the Board meetings. The investigators identified no evidence of intentional or systemic racism. However, investigators obtained evidence of isolated incidents of racial discrimination or harassing behaviors.

In reviewing demographic data and trends of College staff and departures, there were no observable trends. The demographics of the College, as well as those of departing staff were unremarkable.

Investigators then turned to the College’s recent history of formal and informal complaints. For every formal complaint filed, records show they received full investigations with available interviewees and a chance for the complainant to make a statement. There were three allegations of racially discriminatory behavior that were not investigated because no formal complaint was filed. In circumstances where the alleged behavior is vague and the complainant does not participate in the complaint or investigatory process, it is important to exercise reasonable diligence and engage in an independent analysis as to whether the complaint warrants investigation and maintain appropriate records regarding the College’s evaluation of the allegation.

Because of the volume of complaints relative to security, investigators also reviewed whether there was observable racial bias in security. While investigators did identify incidents of “over-policing” and some minor inconsistencies in the practical application of policy, investigators found no evidence of racial discrimination or animus. Moreover, despite allegations of racial disparity in the treatment of students during the 2023 Ice Storm, investigators uncovered no

evidence of any racial discrimination or animus – in fact, all available evidence indicates that administrators responded appropriately to handle a complex and unprecedented storm.

The evidence does not substantiate a finding of institutional racism at the College; however, it does highlight areas of organizational weaknesses, issues related to past security practices, and policies that could be improved. There is evidence of isolated incidents in which race may have played a role, which is unremarkable for an institution of Jackson College's size. However, the existing policy, procedure, and systems appear to have provided a structure for responding to those isolated incidents. The area of potential liability is greatest relative to allegations that complaints are not being reviewed or investigated. Further, the issues discussed herein have, per the interviewees, created a perception of mistreatment of persons of color, which has negatively impacted the college community.

B. Ready, Set Jet

As outlined above, the investigation into the RSJ program revealed critical miscommunications related to changes in curfew, housing rules and RSJ's purpose which negatively impacted the program, its participants, and their parents.

There is no documentary evidence to conclusively establish whether two years of room and Board were promised to mentors. As with communications regarding curfew, the minor floor, and security, the question of funding for mentors revealed significant discrepancies in the understanding and communication of the RSJ program's compensation for peer mentors. It is the conclusion of the investigators that the confusion surrounding curfew, the minor floor, mentor benefits, and the decision to end the program stems from internal communication failures.

C. Sexual or Gender-Based Harassment and Discrimination

Investigators found no evidence of unlawful sexual or gender-based harassment or discrimination. However, the investigation revealed barriers to reporting allegations of sexual harassment or gender discrimination. Multiple employees explained they do not feel comfortable reporting allegations to the Department of Human Resources due to a perception that confidentiality will be broken, favoritism, and retaliation. Despite these concerns, those interviewed that had participated in a sexual harassment or gender discrimination investigation generally indicated they felt that the investigation was both fair and thorough.

The evidence does not substantiate a finding of systemic sex or gender discrimination at the College; however, investigators found isolated areas of noncompliance in the school's policies, procedures, and training.

D. Na'Tiyah Jones-Montgomery and Greg Klaus

This part of the investigation focused on several complaints filed against Mr. Greg Klaus, Director of Auxiliary Services, between March 2022 and October 2023. The complaints were investigated by both the College and outside investigators. Witnesses throughout the investigation had varied perceptions of Klaus. Supporters frequently discussed his willingness to go out of his way to support students. Detractors noted Klaus's direct, sometimes aggressive, and often militaristic nature.

Investigators note there is a perception among some employees that Klaus is being “protected.” Investigators were able to substantiate one instance where recommended corrective action was not properly documented. However, the evidence does not substantiate a finding of sexual harassment or a hostile work environment caused by Klaus, it does highlight to the failure to document the resulting discipline.

E. Employee Departures

The Board asked that the investigators identify and “determine” the departure of employees for the last ten years. The investigators requested and were given access to lists of employees who have left the College between January 1, 2018, and April 30, 2024, including racial and sex demographics. Isolated exit interviews cited the College’s climate relative to race as one factor in their departure. However, after review of the relevant data and the anecdotal information contained in the exit interviews, there is nothing remarkable about the data nor is there evidence that non-white or female employees are resigning at a disproportionate rate.

F. Differences between Policy and Practice

The Board asked investigators to evaluate whether there is a breakdown in the alignment of College policies and practices. One witness explained to the investigators that what’s most concerning is that the process for reporting complaints or when and how people are disciplined does not appear to follow policy. In this witness’s opinion, it was difficult to identify how policy review and approval process happened or how to request changes. However, this witness noted that it has recently become easier to know when policies have changed because the relevant communications are on the Intranet, and there is a link in the daily communications about any policy changes. Based on our review, there have been isolated situations in which College administration has not followed policy.

Investigators found that the College did not follow stated housing policy for RSJ students and that two other policies relating to minimum requirements to live in housing were violated: having a minimum 2.0 GPA to be accepted to live in housing; and maintaining full-time student status of twelve credit hours.

Investigators also identified one instance where the College did not follow its stated disciplinary process, two instances where the College did not follow its stated student disciplinary process, and one instance where the College incorporated greater than legally necessary protections for a student relative to an athletics disciplinary matter.

Investigators also reviewed allegations that the hiring process was not followed for Administrator positions and identified one incident where the College deviated from its standard administrative hiring practice. However, the administrator hiring process includes discretion for modification, and thus there can be no finding that there was a violation of a particular policy or procedure.

G. Leadership Concerns

The Board asked that investigators review whether leadership “covers up” or “points the finger to divert attention.” By “leadership,” investigators have come to understand that interviewees refer primarily to President Phelan and Allen.

While investigators found no evidence of “cover-ups” by leadership, College administration undertook two actions which are not best practices relative to Human Resources. First, video interview conducted by President Phelan in which he expressly discussed personnel matters relative to Crum and the release of his feedback communications to Crum in the CEO Response. While neither action is *per se* unlawful, publication of human resources decisions and facts can increase the risk of a claim. Investigators were unable to substantiate any intentional attempts to “cover up” issues, but the investigation confirmed that members of the campus community believe the executive leadership does so.

H. Culture of Fear

Several people commented at the September and October meetings that a “culture of fear” existed at the College. They noted that employees and students were afraid to speak up due to fear, reprisal, or being “targeted.” The Board asked the investigators to determine the foundation for this feeling, whether the allegations had merit and, if so, to evaluate who was responsible for this climate, and how was it perpetuated.

Evaluating whether there is a “culture of fear” is an amorphous topic. However, some indicators that can be a foundation of a culture of fear include retaliation for reporting concerns or violations of policy, practice, or law; confidential information being shared when it should not be; and oversight of reviewing and investigating complaints being too concentrated in one person or department. Interviewees raised concerns about each of these. Ensuring that personal and personnel decisions remain confidential and disclosed only to those with a need to know will help protect against the perception of a “culture of fear.”

The perceived lack of confidentiality relative to the complaint and investigation process was a significant concern raised by many interviewees. Witnesses cited a lack of confidentiality deterred campus stakeholders from reporting concerns. Retaliation was another cited concern. While there were no formal complaints filed relating to retaliation, several interviewees reported what they allege to be retaliatory behaviors. This perception of retaliation has further contributed to the culture of fear and has deterred individuals from speaking up or reporting concerns. Nonetheless, investigators uncovered no direct evidence of unlawful retaliation.

The investigation also revealed a concentration of oversight under Ms. Allen. This concentration of power, combined with the lack of a neutral avenue for reporting concerns are contributing factors in the alleged culture of fear, and was cited by multiple College stakeholders.

In conclusion, while the evidence does not substantiate any violations of law the investigation revealed issues that have negatively impacted the culture and the school community. Many interviewees stated that Allen exercises too much control or power within the College. Over

the relevant time period of the investigation, Allen oversaw or supervised nearly every operational department in the organization, particularly when the President was not on campus.

III. RECOMMENDATIONS

This section will offer both specific and general recommendations. Relative to the specific findings discussed earlier in this Executive Summary:

- We recommend the College review its security practices and provide ongoing diversity training for security staff so they can better understand and interact with students of different backgrounds because of the ongoing perceptions based on the actions of DK Security.
- We recommend the College establish clear, written guidelines for developing and adopting major programmatic changes, including establishing appropriate budgets and timelines for review. In addition, we recommend the College establish clear, written guidelines for communicating program information.
- We recommend that the College take steps to ensure that corrective action is taken when warranted and properly documented in the employee's official file. We recommend the College create clear, written guidelines for implementing its policies and ensure that any changes to policies are clearly communicated to all relevant parties to avoid confusion in the future. Additionally, we recommend that leadership and the HR office undergo training regarding what may or may not be legally considered when evaluating a potential hire.
- We recommend the Board and Administration identify accountability measures to ensure regular and ongoing compliance with College Policy.
- We recommend the College review the organizational structure to ensure separation between the investigatory and operational areas of the College. Many interviewees stated that Allen exercises too much control or power within the College. Over the relevant time period of the investigation, Allen oversaw or supervised nearly every operational department in the organization, particularly when the President was not on campus. Allen simultaneously oversaw the Human Resources function, which consolidated the operational and investigatory arms of the administration into a single reporting structure. Therefore, we recommend an organizational structure that ensures an independent investigatory function.

Based on the findings of the investigation, we recommend that the College take steps to implement four main action items:

- Separate the Title IX and Student Judiciary Review processes from HR oversight. This will ensure a clear separation between each of those decision-makers. Best practice in this area is to have the Title IX Coordinator report directly to the President (and to the Board if the concern relates to the President) so as to avoid the potential for bias and retaliation.

- Develop and document clear procedures and guidelines for complaint reporting. This will ensure fair, equitable treatment of individuals who file complaints and how those complaints are reviewed. We recommend the following policies and procedures be reviewed and/or implemented:
 - Equal Employment Opportunity/Anti-Discrimination/Harassment: The College's existing EEO statement does not incorporate revisions to cover recent changes to Michigan's anti-discrimination statute. We recommend the procedure related to the receipt of complaints provide multiple independent avenues to receive complaints for students and staff, and that a complaint related to the President to be received by the Board. We also recommend the implementation of audit procedures to ensure all complaints are given an initial evaluation and, if appropriate, an investigation.
 - Material Budget Changes: Because much of the facts underlying the RSJ dispute relates to whether or not a major expenditure was approved, we recommend reviewing and formalizing the procedure for modifying or amending the budget. We recommend the implementation of a procedure that ensures written documentation for material deviations from the College's budget with appropriate budget authority. For example, certain College administrators may have authority for budget transfers or expenditures of up to \$10,000, and others \$50,000. We expect the President to have the greatest authority in this area, and the Board to grant appropriate authority to the President to ensure continuity of operations between Board meetings.
- Multiple Pathways to Express Concerns: We recommend the College implement multiple complaint reporting mechanisms to avoid consolidation of all reporting structures into one position or person. While all reporting structures ultimately consolidate into the President, that should be avoided when possible for other functions. Such procedures and guidelines should include appropriate audit procedures and timelines to ensure the newly revised procedures are followed with fidelity.
- Ensure appropriate stakeholder involvement on major College decisions. We recommend the College ensure that when making major College decisions, like the conversion or closure of RSJ, that stakeholders be identified as advocates. The purpose of this structure is to avoid siloing major decisions with impact on particular College subgroups and ensure that the full impact of a decision can be identified. The College may wish to use a Chief Diversity Officer for that purpose; in the alternative the College could use and appoint existing administrators, faculty, union leaders, student stakeholders, or affinity group leaders.



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
6.0 Ownership Linkage 6.1 Ownership Linkage – Consideration of Millage Information Flyer <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
Executive Summary:
Chairperson Crist and Trustee Lake will provide any updates on the Board’s ownership linkage, including (for the Board’s consideration) the enclosed draft Millage Information Flyer that I propose be distributed throughout the county, to the general public, prior to the November 5, 2024 election. I would appreciate the Board’s consideration of this proposed mailing prior to distribution. Special thanks to Trustee Simpson for his providing guidance on this document.
Requested Board Action:
Receive an update on the Board’s ownership linkage and provide feedback toward the draft Millage Information Flyer.
Action Taken:

Restoring Jackson College Millage

Explaining the ballot language

When you go to the polls this coming Nov. 5, you will find a request by Jackson College to restore tax dollars reduced by Michigan's Headlee Amendment.

BALLOT LANGUAGE

Jackson College Millage Proposal

This proposal will allow the College to restore its originally authorized charter millage rate of 1.33 mills on all property, with the revenue of this proposal to be used for enhancing job training, job placement and professional trades education programs.

Shall the limitation on the amount of taxes originally established by election in 1964 which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mill (\$0.1973 per \$1,000 of taxable valuation) for a period of 10 years, from 2025 to 2034, inclusive, to provide funds for enhancing job training, job placement, and professional trades education programs; if this millage is approved and levied in full in 2025, it is estimated to raise approximately \$1,200,000 (this millage is to restore millage lost as a result of the reductions required by the Michigan Constitution of 1963)?

Millage Restoration

Although the millage rate was approved back in 1964, the actual rate that is levied goes down due to the State of Michigan's Headlee Amendment and Proposal (See full explanation on back, under Headlee Amendment).

The goal is to restore Jackson College's millage rate to its original rate of 1.33 mills that was approved by voters in 1964. Due to the Headlee Amendment, the current levy is 1.1327 mills.

Job Training, Job Placement and Professional Trades Education

Michigan's evolving economy demands a skilled workforce equipped to meet the challenges of modern industry. With the rise of advanced manufacturing, healthcare, electric vehicles (EV), artificial intelligence (AI), and technology sectors, there is a growing need for robust job training, job placement, and professional trades education. These programs are essential for bridging the skills gap, ensuring that Michigan residents can access high-quality jobs, and supporting the state's economic growth.

Increased – Jackson College is not asking voters for additional authorization, only what was originally authorized in 1964. The word "increase" is required language for this kind of proposal, signifying that voters do have a choice between restoring the authorized millage for 10 years or declining it.

1 mill = \$1 for everyone \$1,000 of a home or property's taxable valuation. For a home valued at \$100,000, with a taxable value of about \$50,000, the millage restoration would cost about \$9.87 a year.

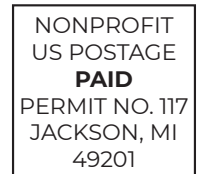
Headlee Amendment

A “Headlee override” is a vote by the electors to return the millage to the amount originally authorized via charter and is necessary to counteract the effects of the “Headlee Rollback.”

The passage of the Headlee Amendment in 1978 requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation. Consequently, the local unit’s millage rate gets “rolled back” so that the resulting growth in property tax revenue, communitywide, is no more than the rate of inflation.

**Remember: This is a restoration of a previously approved millage.
On Tuesday, Nov. 5, 2024 look for Jackson College on the Ballot.**

Investing in a Stronger Future!
For more information visit www.jccmi.edu/millage24



*****ECRWSEDDM*****
Local
Postal Customer



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.1 Governance Process 7.1.1 BCD-01 Unity of Control – Policy Review*</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-01 Unity of Control</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review is policy BCD-01. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I do not have any recommended changes at this time.</p> <p>I appreciate your formal consideration of this policy.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy BCD-01 Unity of Control.</p>
<p>Action Taken:</p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Unity of Control

Policy Number: BCD-01

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 09.11.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson &
Trustee Hoffman

BOARD-CEO DELEGATION STATEMENT:

Only officially passed motions of the Board are binding on the CEO.

1. Decisions or instructions of individual Trustees, officers or committees shall not be binding on the CEO.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO may refuse such requests that require, in the CEO's opinion, a material amount of staff time, other resources or is deemed disruptive.
3. Only the Board acting as a body politic may employ, terminate, discipline, or change the conditions of employment of the CEO.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
9.11.23	2.0	Regular Review – Approved minor verbiage edits	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.1 Governance Process 7.1.2 GP-05 Role of the Vice Chair – Policy Review*</p> <p><u>BOARD POLICY:</u> Governance Process: GP-05 Role of the Vice Chair</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review is policy GP-05. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I do not have any recommended changes at this time.</p> <p>I appreciate your formal consideration of this policy.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy GP-05 Role of the Vice Chair.</p>
<p>Action Taken:</p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Role of the Vice Chair

Policy Number: GP 05

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 09.11.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson &
Trustee Hoffman

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties and powers as the Board may specify.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
9.11.23	1.0	Regular Review – Approved	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.1 Governance Process 7.1.3 GP-08 Board and Committee Expenses – Policy Review*</p> <p style="text-align: center;"><u>BOARD POLICY:</u> Governance Process: GP-08 Board and Committee Expenses</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review is policy GP-08. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I have a minor edit for the Board’s consideration.</p> <p>The enclosed document illustrates that minor edit. I appreciate your consideration of this policy.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy GP-08 Board and Committee Expenses.</p>
<p>Action Taken:</p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board and Committee Expenses

Policy Number: GP 08

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 09.11.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson &
Trustee Hoffman

GOVERNANCE PROCESS STATEMENT:

As provided by law 389.112 of Part 2, Chapter 11 of the Community College Act of 1966, the Jackson College Board of Trustees shall not receive any compensation for services rendered, but may be reimbursed for reasonable expenses incurred in the conduct of their Board duties. This may include, but is not limited to, all Board and Board committee meetings, conferences, professional development activity, lobbying, as well as any meeting attended at the direction of the Board, or at the request of the CEO.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.11.23	2.0	Regular Review – Approved minor verbiage edits	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.2 Executive Limitations 7.2.1 EL-01 Treatment of Learners – Policy Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners</p>
<p>Executive Summary:</p>
<p>Enclosed for its regularly scheduled review is policy EL-01. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I have consolidation edits (grouping of related policy items) for the Board’s consideration.</p> <p>The enclosed version tracks the recommended edits, followed by a version that fully incorporates the recommended edits. I appreciate your consideration of this policy.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy EL-01 Treatment of Learners.</p>
<p>Action Taken:</p>
<p> </p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 2.0

Date Last Reviewed: 01.08.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
2. Deliver programs in a manner that is insensitive to learners' culture.
3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
 - 3.1. Use forms or procedures that elicit information for which there is no clear necessity.
 - 3.2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.
4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.

5. Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

~~5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.~~

~~5.1. Retaliate against any learner for non-disruptive expression of dissent.~~

6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.

6.1. Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

~~7.1. Retaliate against any learner for non-disruptive expression of dissent.~~

~~8.7.~~ Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 2.0

Date Last Reviewed: 01.08.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
2. Deliver programs in a manner that is insensitive to learners' culture.
3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
 - 3.1. Use forms or procedures that elicit information for which there is no clear necessity.
 - 3.2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.
4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.

5. Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.
 - 5.1. Retaliate against any learner for non-disruptive expression of dissent.
6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.
 - 6.1. Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.
7. Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.2 Executive Limitations 7.2.2 EL-02 Treatment of Staff – Policy Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff</p>
<p>Executive Summary:</p>
<p>Enclosed for its regularly scheduled review is policy EL-02. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I have a minor edit for the Board’s consideration.</p> <p>The enclosed document illustrates that minor edit. I appreciate your consideration of this policy.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy EL-02 Treatment of Staff.</p>
<p>Action Taken:</p>
<p> </p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Staff

Policy Number: EL 02

Date Adopted: 11.11.19

Version: 2.0

Date Last Reviewed: 1.8.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson,
Trustee Hoffman

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
 - 1.1. Permit staff to be without adequate protection from harassment and bias.
 - 1.2. Permit staff to be uninformed of the performance standards by which they will be assessed.
 - 1.3. Permit staff to be without a means by which to file a grievance / complaint independent of the College.
2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.
3. Retaliate against any staff member for non-disruptive expression of dissent as described within College policy.
4. Permit staff to be without reasonable opportunity for professional growth and development.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed Regular Review – amendments throughout – addition of 1.3	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.2 Executive Limitations 7.2.3 EL-01 Treatment of Learners – Interpretations Assessment*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners</p>
<p>Executive Summary:</p>
<p>Attached for their regular assessment are my interpretations for policy EL-01.</p> <p>I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes, followed by a version that fully incorporates the recommended changes.</p> <p>I appreciate your consideration of my interpretations statement.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of accepting or not accepting my interpretations for policy EL-01 Treatment of Learners as demonstrating a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>
<p> </p>



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 09.09.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies and practices in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency.
- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years.
- g) A pandemic plan is current, accessible, and on the College's website, together with the most up to date information on COVID-19 for learners and employees.

- h) Learners and employees have reasonably understandable access to a communications system which informs of campus closings and cancellations due to weather or other emergency situations.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) The College provides campus-based mental, physical, and dental health services for all learners and employees.

This interpretation is reasonable because it ensures compliance with nationally accepted principles for safety and security for institutions of higher education.

1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners and employees.
- b) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, is available to learners to report issues of harassment.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator. Their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The College annually files the Clery Act report.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

2. Deliver programs in a manner that is insensitive to learners' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available cultural training and ongoing

professional development to all employees.

- b) The College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities.

The interpretation is reasonable because the processes reflect best practices in higher education, as well as current thinking and research regarding sensitivities of various cultures.

3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current policy is in place that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees, and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for new employees.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary / legal reason to do so.

The interpretation is reasonable because it ensures compliance with the College's policy 2801 Access to Learner Information, which meets legal requirements.

3.2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protects against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access as per College policy.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards. The external audit provides transparency and systematically reviews the College's policies and practices to identify any potential security issues.

4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College accepts all applicants who accurately submit a completed application.
- b) The registration periods open on the same day for all students, without inequitable priority registration periods.
- a)c) There is an academic complaint process for incidents where learners feel they have been inequitably treated.
- b)d) The College offers a wide variety of recognition methods which celebrate our learners' differences.

The interpretation is reasonable because it identifies intentional actions which are consistent with the College's Equity statement.

5. Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid ~~appeals~~complaints.
- b) The College has a current Learner Appeals policy and process for registering complaints and appealing same and that is available on the College's webpage.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a ~~common~~standard practice among institutions of higher education.

~~5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.~~

~~INTERPRETATION~~

~~Compliance will be demonstrated when:~~

- ~~a) The College has a current Learner Appeals policy and process for registering complaints and appealing same and is available on the College's webpage.~~

~~The interpretation is reasonable because this is a standard practice used by institutions of higher education.~~

5.1 Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

6.1 Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged their understanding of the structure and limitations of the non-traditional program within which they have enrolled, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

7. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 09.09.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies and practices in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency.
- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years.
- g) A pandemic plan is current, accessible, and on the College's website, together with the most up to date information on COVID-19 for learners and employees.

- h) Learners and employees have reasonably understandable access to a communications system which informs of campus closings and cancellations due to weather or other emergency situations.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) The College provides campus-based mental, physical, and dental health services for all learners and employees.

This interpretation is reasonable because it ensures compliance with nationally accepted principles for safety and security for institutions of higher education.

1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners and employees.
- b) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, is available to learners to report issues of harassment.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator. Their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The College annually files the Clery Act report.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

2. Deliver programs in a manner that is insensitive to learners' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available cultural training and ongoing

professional development to all employees.

- b) The College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities.

The interpretation is reasonable because the processes reflect best practices in higher education, as well as current thinking and research regarding sensitivities of various cultures.

3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current policy is in place that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees, and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for new employees.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary / legal reason to do so.

The interpretation is reasonable because it ensures compliance with the College's policy 2801 Access to Learner Information, which meets legal requirements.

3.2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protects against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access as per College policy.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards. The external audit provides transparency and systematically reviews the College's policies and practices to identify any potential security issues.

4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College accepts all applicants who accurately submit a completed application.
- b) The registration periods open on the same day for all students, without inequitable priority registration periods.
- c) There is an academic complaint process for incidents where learners feel they have been inequitably treated.
- d) The College offers a wide variety of recognition methods which celebrate our learners' differences.

The interpretation is reasonable because it identifies intentional actions which are consistent with the College's Equity statement.

5. Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid complaints.
- b) The College has a current Learner Appeals policy that is available on the College's webpage.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a standard practice among institutions of higher education.

5.1 Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

6.1 Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged their understanding of the structure and limitations of the non-traditional program within which they have enrolled, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

7. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>7.0 Items for Decision 7.2 Executive Limitations 7.2.4 EL-02 Treatment of Staff – Interpretations Assessment*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff</p>
<p>Executive Summary:</p>
<p>Attached for their regular assessment are my interpretations for policy EL-02.</p> <p>I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.</p> <p>I appreciate your consideration of my interpretations statement.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of accepting or not accepting my interpretations for policy EL-02 Treatment of Staff as demonstrating a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>
<p> </p>



Jackson College Board of Trustees

Interpretations Assessment: EL – 02 Treatment of Staff

Report Date: 09.09.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. **Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**
 - 1.1 **Permit staff to be without adequate protection from harassment and bias.**
 - 1.2 **Permit staff to be uninformed of the performance standards by which they will be assessed.**
 - 1.3 **Permit staff to be without a means by which to file a grievance / complaint independent of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) Current Human Resource policies and procedures, as well as the two union contracts and administrative manual, clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) ~~All employees have clear and measurable performance goals each year.~~ Employee performance goals are assessed for clarity and measurability.
- d) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, are available to staff to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

2. **Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the Michigan Education Association (MEA) and Jackson College, or as deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions requiring contractual next steps / full compliance with said collective bargaining agreements or rules and regulations.

- 3. Retaliate against any staff member for non-disruptive expressions of dissent as described within College policy.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

- 4. Permit staff to be without reasonable opportunity for professional growth and development.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual employees, based on their needs.
- d) HR offers the Jackson College Leadership Academy available to all

interested employees who have been employed at the College for a minimum of a year.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
7.0 Items for Decision 7.3 FY'25 Policy Pre-review Schedule* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Executive Summary:
Enclosed for the Board's consideration is the proposed FY'25 Policy Pre-review Schedule. Efforts were made to provide a rotation of Board members pre-reviewing different policies each year.
Resource Impact:
None
Requested Board Action:
Consideration of accepting or not accepting the FY'25 Policy Pre-review Schedule.
Action Taken:



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

Reviewing Committee: Board of Trustees

To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.

Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.

Procedural Steps:

1. Annually at the Board's Summer Retreat, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet 1 week prior to the Board meeting at which the policy is up for review.
4. The Chief Assistant to the President & CEO will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place at 5:00pm prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.

FY 2025 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 12, 2024	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 9, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 14, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-08</u> Communication & Support to the Board	Trustee Donna Lake Trustee Chris Simpson
November 4, 2024	<u>EL-09</u> Organization Culture	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-07</u> Compensation & Benefits	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-13</u> Special Rules of Order	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-02</u> Accountability of the CEO	Trustee Teshna Thomas Trustee Matt Heins
January 13, 2025	<u>EL-10</u> Access to Education	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-14</u> Handling Operational Complaints	Trustee Donna Lake Trustee Chris Simpson

	GP-11 Linkage with Ownership	Trustee Donna Lake Trustee Chris Simpson
	GP-15 Handling Alleged Policy Violations	Trustee Donna Lake Trustee Chris Simpson
February 10, 2025	EL-11 Entrepreneurial Activity	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	GP-01 Governing Style	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	BCD-06 CEO Compensation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	GP-00 Governance Commitment	Trustee Phil Hoffman Vice-Chair Sheila Patterson
March 10, 2025	EL-12 Land Use	Trustee Teshna Thomas Trustee Matt Heins
	GP-02 Board Job Contributions	Trustee Teshna Thomas Trustee Matt Heins
	GP-04 Role of Board Chair	Trustee Teshna Thomas Trustee Matt Heins
	GP-10 Investment in Governance	Trustee Teshna Thomas Trustee Matt Heins
	BCD-00 Global Board Management Delegation	Trustee Teshna Thomas Trustee Matt Heins
April 14, 2025	EL-05 Asset Protection	Trustee Donna Lake Trustee Chris Simpson
	EL-06 Investments	Trustee Donna Lake Trustee Chris Simpson
	BCD-05 CEO Succession	Trustee Donna Lake Trustee Chris Simpson
	GP-03 Board Planning Cycle & Agenda Control	Trustee Donna Lake Trustee Chris Simpson

	<u>GP-12</u> Board Linkage with External Organizations	Trustee Donna Lake Trustee Chris Simpson
May 12, 2025	<u>EL-03</u> Planning	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-09</u> Board Code of Conduct	Trustee Phil Hoffman Vice-Chair Sheila Patterson
June 9, 2025	<u>EL-00</u> General Executive Limitations	Trustee Teshna Thomas Trustee Matt Heins
	<u>EN-01 (#1-3)</u> ENDS	Trustee Teshna Thomas Trustee Matt Heins



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Consent / Required Approval Agenda 8.1 Consideration of Community College Local Strategic Value Resolution*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Executive Summary:</p>
<p>Per Section 230(2) of the State School Aid Act (MCL.338.1830): a community college must demonstrate that it meets the Local Strategic Value qualifications to receive the portion of each college's performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories.</p> <p>A community college must certify by means of a board of trustees resolution that the college has met 4 of 5 best practices in each category. Further, each board resolution "shall provide specifics as to how the community college meets each best practice measure within each category." This resolution must be properly passed by the board and submitted to the State Budget Office on or before October 15, of each academic year.</p> <p>Enclosed for the Board's consideration is a resolution certifying that the College not only meets, but exceeds all of the best practice standards required by State appropriations.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration and approval of the Community College Local Strategic Value Resolution.</p>

State Budget Office
Office of Education

Community Colleges Local Strategic Value Resolution

Institution: Jackson College

As per Section 230(2) of the State School Aid Act (MCL.338.1830), a community college must demonstrate that it meets the Local Strategic Value qualifications to receive the portion of each college's performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories.

A community college must certify by means of a board of trustees resolution that the college has met 4 of 5 best practices in each category. Further, each board resolution "shall provide specifics as to how the community college meets each best practice measure within each category." **This resolution must be properly passed by the board and submitted to the State Budget Office on or before October 15, of each academic year.** However, if a resolution from a prior year is still in effect and factually correct, you may resubmit this resolution.

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	Jackson College has several partnerships with Henry Ford Health, the area's regional community hospital, as well as other health care providers. The Henry Ford Health System supports on-campus health services and provides clinical sites for our nursing and allied health students, and Jackson College staff participate in community collaborative and governance efforts of the health system. Additionally, Jackson College has created an on-campus Health Clinic in partnership with Henry Ford Jackson Hospital. It is used both as a clinical site for our allied health students, as well as a medical clinic for students, employees, and their families. The College has a partnership with Family Service and Children's Aid, a health care organization with Community/Behavioral Health as their primary medical specialization, to provide a wide range of behavioral health services on campus to students and employees in the College-created Oasis Center.

Best Practices by Category	Examples of Adherence
	<p>Jackson College is partnering with Technique, Inc. to offer JC courses as part of their new employee training programs. Currently, Technique has embedded JC courses into a Welding and CNC new hire training program, called Technique. Employees can enroll in training through Corporate and Continuing Education.</p> <p>Over the past four years, the College has collaborated closely with Consumers Energy to ensure our Energy Systems program is in full alignment with their workforce needs. Also, the college developed a Lineworker program with Consumers Energy. The College continues to graduate students to meet the needs of the local workforce. Furthermore, all our students in occupational programs require a robust work-based learning experience. The Work-Based Learning Program at Jackson College is an academic program where students earn academic credit and learn to apply classroom skills while establishing professional contacts with employers on the job. These opportunities are offered through collaboration with local businesses, industry and governmental organizations. This program has strengthened our relations and collaborations with local employers.</p> <p>Jackson College is a partner in the Jackson Area College and Career Connection Early/Middle College along with the Jackson County Intermediate School District and the Jackson Area Career Center. The College is also an active collaborator with the Enterprise Group, Inc. (the local economic development organization), Jackson Area Manufacturers Association (JAMA), LEAN Rocket Lab (Michigan's Entrepreneurial Hub), Lenawee Now, Jackson YMCA, Economic Development Partnership of Hillsdale County, Lenawee Medical Facility, Advanced Turning, Kapnick Insurance, Walker-Miller energy Services, The Shop Rat Foundation and several local manufacturers including Technique, Alro Steel,</p>

Best Practices by Category	Examples of Adherence
	<p>Planewave, Trainco Trucking, Production Saw & Machine and Lomar.</p> <p>Jackson College continues to partner with other local employers and training partners to develop new curricula, training programs, and seek external funding in support of shared initiatives.</p>
<p>(ii) The community college provides customized on-site training for area companies, employees, or both.</p>	<p>On-site and customized training is available to local companies through Jackson College's Corporate and Continuing Education (CCE) office. CCE provides an ongoing catalog of trainings for various occupations including Supervisory, Microsoft Office, Information technology, Manufacturing and Professional Continuing Education and Pre-Licensure trainings.</p> <p>In 2024, Jackson College partnered with Trainco Trucking and Michigan Works! to provide a Commercial Driver's License Class A (CDL-A) training course. The three-week training course consists of classroom and driver training instruction. The program also includes workforce placement. All of the students who enrolled and completed the JC program thus far are gainfully employed in the trucking industry.</p> <p>Additionally, customized training services assist employers with developing curriculum, Train the Trainer (T3), and highly customized training outlines to assist the employer with their workforce needs. Jackson College has customized training available onsite for, but not limited to, Technique Inc. MISA Specialty Processing Group, and Henry Ford Jackson.</p> <p>The Human Resources (HR) Department at Jackson College offers a variety of onsite training options to employees through JetWay. The JC HR Department also offers an onsite comprehensive Leadership Academy for employees. The Jackson College JET Leadership Academy is a one-of-a-kind cohort structured program designed to help employees evaluate, develop, and enhance their leadership</p>

Best Practices by Category	Examples of Adherence
	<p>abilities. This program creates a network for employees in addition to teaching them how be a mentor to others.</p>
<p>(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.</p>	<p>To assist in the creation and support of entrepreneurship, Jackson College's Business program offers a certificate, and associate degree in Entrepreneurship. This college credit credential provides for introduction to business plan development and prepares students to analyze market potential and devise strategies to creatively meet the needs of clients and communities. The lead faculty for the entrepreneurship program is an active member and supporter of the Jackson Inventors Network and the College routinely operates as the host for their monthly meetings.</p> <p>Jackson College maintains working space in the Hub of entrepreneurship innovation, The Lean Rocket Lab. This space allows the College to have a presence in a very high energy entrepreneurship and Technology focused area. Lean Rocket Lab is a valuable resource for entrepreneurs and innovators. This entrepreneurial hub includes a startup incubator and a business accelerator onsite.</p> <p>Jackson College is also works with Align Center, Jackson Area Chamber and is on the Jackson Workforce Committee and is collaborating on the upcoming Manufacturing Day Tradeshow event in Jackson 9/25-9/26. Additionally, Jackson College has expanded beyond Jackson County to work with Lenawee Now and the Greater Lenawee Chamber of Commerce, in Lenawee County, to support local entrepreneurs in their area.</p>
<p>(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.</p>	<p>Jackson College works closely with employer partners to seek external funding collaboratively to increase advanced technology instruction at the College as informed by those in industry. Partnership with Wacker Chemical Corporation in chemical process</p>

Best Practices by Category	Examples of Adherence
	<p>technology curricula and with several employer members of the Lenawee ISD Advanced Manufacturing Advisory Board in robotics/automation curricula are examples.</p> <p>Jackson College continues to evaluate and redesign credit-bearing offerings in Advanced Manufacturing Technology which includes open lab and flexible completion options. In addition, Jackson College has partnered with the Jackson Area Manufacturers Association (JAMA), the Enterprise Group, the Jackson Area Career Center, and the Jackson County Intermediate School District creating a manufacturing-focused education program known as the Jackson Area College and Career Connection Early/Middle College (JAC3E/MC). Beginning with the students' junior year, participants will simultaneously earn their high school diploma, college credit, and a technical/career credential within three years, with no out-of-pocket tuition costs for the student or the family. It includes company internships and partnerships with area employers. JAC3 has demonstrated significant promise since its inception in 2017.</p> <p>Jackson College also has a seat at the table with the Jackson County Talent Consortium and Marshall Plan. The College has works closely with the Align Center in Adrian, Lean Rocket Lab, JAMA and Technique U training programs.</p>
<p>(v) The community college has active partnerships with local or regional workforce and economic development agencies.</p>	<p>Jackson College has strong partnerships with the Jackson Chamber of Commerce (member), Michigan Works Southeast (MWSE)! the Jackson Area Manufacturer's Association (Articulation agreement for the Academy of Manufacturing Careers), as well as the three primary economic development agencies in the region: The Enterprise Group of Jackson, Hillsdale Economic Development Partnership, and Lenawee Now. The Director of Workforce Training currently serves on the MWSE Executive Workforce</p>

Best Practices by Category	Examples of Adherence
	<p>Development Board and the Workforce Intelligence Network (WIN) Board. The Jackson College President served as an EG Executive on the Enterprise Group Board of Directors and as a board member on the Lenawee Economic Development Corporation Board. The Jackson College President previously served as the Chairman of the Board for the Enterprise Group and previously served on the SCMW! Board.</p> <p>Additionally, other College employees have served on the boards of the aforementioned organizations.</p> <p>Examples include joint delivery of programs including the Jackson Area College and Career Connection Early/Middle College, assistance in business recruitment, and company training. The College also represents the educational sector for the Region 2 Planning Commission's Comprehensive Economic Development Strategy collaborative. In Hillsdale, JC has employee representation on the Economic Development Council. A focus on economic development in the region also is featured in our college's mission documents as a priority for the institution.</p>
Category B: Educational Partnerships (must meet 4 of 5)	
<p>(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.</p>	<p>Jackson College has articulation agreements with many area high schools and the Intermediate School Districts in the Tri-County area and beyond. In partnership with the Lenawee Intermediate School District (USO) Jackson College has established a Middle College. In partnership with the Jackson County Intermediate School District (JCISD) and all Jackson County high schools, JC established the Jackson Area College and Career Connection Early/Middle College. Jackson College also teaches college classes at the JC @ LISD TECH and the LISD sites. Jackson College also partners in the delivery and management of a Middle College on the JC @ LISD TECH site.</p>

Best Practices by Category	Examples of Adherence
	<p>The College created a public school academy in 2014, known as the Jackson Preparatory & Early College (JPEC) located on the College's Central Campus, now in its seventh year of operation. It is a year-round school and has CEB programming for students grades 6-13 providing a high school diploma and an associate degree at the end of year 13, at no cost to the student or the student's family.</p> <p>Jackson College offers a county-wide early/middle college (EMC) program in Hillsdale County, in partnership with all Hillsdale County Superintendents. The Hillsdale County EMC currently has 71 students enrolled with over 100 graduates to date. Hillsdale County also has over 90 students enrolled in Jackson College's traditional dual enrollment program. Jackson College continues to work with the Hillsdale Area Career Center to grow collaboration and articulation opportunities.</p> <p>Jackson County Early College (JCEC) is a partnership with the high schools in Jackson County to provide students with a pathway to begin their college degree as early as ninth grade and earn an associate degree by the end of year 13. This program is located on the Jackson College Central Campus. This Fall (2024), we currently have 792 students enrolled with an additional 150-200 students in the application pipeline for this program. There are an additional 378 students in Jackson Counting participating in the traditional dual enrollment Program.</p> <p>The College also serves all area public schools by making dual credit options available to all high school students. Currently, over 550 high school students in the tri-county area are participating in dual enrollment with the college. With nearly 100 students in Lenawee County participating.</p> <p>Through all collaborations with local tri-county high schools, Jackson College is serving over 1350 high</p>

Best Practices by Category	Examples of Adherence
	<p>school students, which is over 300 students more than last year.</p>
<p>(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p>	<p>Jackson College hosts onsite College visits, Preview Days, and tours; participates in MCAN's College Application Week, and hosts It's a Great Day to Be a Jet! in partnership with other local Institutions of Higher Education (IHEs). Jackson College recruiters make visits to every school district to engage with students and hosts Success Camps for early/middle college (EMC) students in the tri-county region multiple times throughout the year.</p> <p>Jackson College hosts educational theatrical programs for elementary students that provide valuable lessons on a wide range of topics such as diversity, bullying and teamwork. The College also hosts a number of academic and athletic camps during the summer months.</p> <p>The College has continues their partnership with the Jackson County Career and College Access Center to host tours for all Jackson County juniors, providing them with information about pursuing a post-secondary credential. The College's admissions department also hosts a program which invites Lenawee County juniors and seniors to visit Central Campus in November to provide further exposure to Jackson College, post-secondary credentials, housing, and resources. Just last year alone, the admissions team welcomed students from across the State who participated in group campus tours and Orientations.</p> <p>Corporate and Continuing Education hosted 8-weeks of fun and educational sessions for YMCA youth summer day-camp attendees. The sessions introduced youth to various programs, faculty, and buildings on campus.</p>
<p>(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students,</p>	<p>Jackson College continues to support the Jackson College and Career Access Center. Jackson College recruiters make visits to every school district in the</p>

Best Practices by Category	Examples of Adherence
<p>including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p>	<p>tri-county region multiple times each year. The JC Admissions Department created and</p> <p>Jackson College maintains student organizations geared towards assisting students with adjusting to college life, college expectations, and building leadership through training, experience, and mentorship. The Division of Inclusive Excellence oversees two of those programs – Men of Merit and Sisters of Strength. These two organizations provide opportunities for students to experience college, learn leadership skills, and tour institutions of higher for transfer consideration in pursuit of a bachelor’s degree.</p> <p>The College also has been successful in obtaining and implementing a number of related national federal and private grants including Achieving the Dream, TRiO, Veterans' Education Initiative, and others that provide additional support for student success. The College also actively participates in the Breaking Through Network and the Michigan Center for Student Success to leverage best practice models for implementation across the institution. Lastly, the College has developed a Ready-Set Jet Summer program to assist students in transitioning academically and behaviorally to collegiate level coursework.</p>
<p>(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.</p>	<p>Jackson College works closely with MiWorks for GED prep and testing via MiFuture. Each semester College Catch-up Workshops are hosted in varying modalities (in person, online, and hybrid). In 2023 Jackson College collaborated with Michigan College Access Network (MCAN) to acquire a Reconnect Coach. The Reconnect Coach provides guidance and outreach to support all students participating in Michigan reconnect Program at Jackson College.</p> <p>Student success supports are available through the TRiO Program, Veteran Education Initiative and in</p>

Best Practices by Category	Examples of Adherence
	<p>large part through the College's Student Success Navigator advising model. This model is a proactive, relational, customer-based advising approach geared at improving student satisfaction and success as measured by student persistence, retention, and completion. Jackson College's Men of Merit (MOM) Program and Sisters of Strength Program is designed to assist adult minority male and female students with the process of entering and being successful in college.</p> <p>Jackson College collaborates with Michigan Works! Southeast to offer HSE preparation and/or remedial assistance for our tri-county service areas. We have recently expanded services to offer Ability to Benefit, allowing eligible students to receive financial aid to complete college courses, while working on a High School Diploma or Equivalency. Through this partnership, students also receive employment services assisting with identifying transferable skills relatable to new industries, assessments to assist students with selecting a program of study that aligns to their workplace preferences and sense of purpose, and job search resources, such as resume assistance.</p> <p>Through Connect with My Future, this partnership expands wrap-around services available to eligible students by braiding WIOA and Federal Financial Aid funding with community resources.</p> <p>In Lenawee County, Jackson College partners with MWSE, which holds HSE (e.g., GED) courses onsite at JC @ LISD TECH. In Hillsdale County, Jackson College partners with the HCISD and Michigan Rehabilitation Services to provide Transitions Programming for students with IEP's/504's, onsite at the JC LeTarte Center.</p> <p>In addition, Jackson College provides educational programming and degree completion options for incarcerated individuals in the State of Michigan.</p>

Best Practices by Category	Examples of Adherence
	<p>Indeed, Jackson was awarded the highest allocation of Pell participants at 1,305 inmates and is active in educating student-inmates across the state. Further, the College was the first in the nation to provide academic excellence recognition to student-inmates with the Phi Theta Kappa program. Jackson college currently serves approximately 670 (Fall 2024) actively enrolled students across eight correctional facilities, which is a 20% increase in enrollment from Fall 2022.</p>
<p>(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.</p>	<p>Jackson College has articulation agreements with numerous university and collegiate partners. The college is a part of the MiTransfer Network that recently completed multi-institutional associate to bachelor's degree transfer paths, MiTransfer Pathways.</p> <p>Siena Heights University and Grand Valley State University have 3+1 articulation agreements with Jackson College. Both Universities have offices in Jackson College's University Center. Recently, the College and Siena Heights University developed six new articulated 3+1 transfer pathways. Siena Heights also works with Jackson College in the Correction Education Program (CEP) to provide bachelor degree opportunities to the inmates through the 3+1 articulation agreement. This Summer (2024), Jackson College celebrated the one-year anniversary of the College's articulation agreement with Grand Valley State University to offer a bachelor's degree in nursing.</p> <p>Jackson College has additional articulation agreements with the following institutions and programs: Central Michigan University RN-BSN Completion, Eastern Michigan University - Sport Management, Ferris State University - Reparatory Therapy, University of Detroit Mercy - Dental</p>

Best Practices by Category	Examples of Adherence
	<p>Hygiene, University of Michigan Flint - RN-BSN Completion, and more in development.</p> <p>The College also has reverse transfer agreements with the following 4-year institutions; Central Michigan University, Concordia University, Davenport University, Eastern Michigan University, Grand Valley State University, Ferris State University, Michigan State University, Trine University, and the University of Michigan - Ann Arbor. Additionally, Jackson College is committed to transfer partnerships and success hosting various transfer events (in-person and virtual) with 4-year institutions to provide transfer information and make the transfer processes as seamless as possible.</p>
Category C: Community Services (must meet 4 of 5)	
<p>(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.</p>	<p>Jackson College's Corporate and Continuing Education Office offers life-time learning, continuing education, professional development, and leisure programming, easily assessable online or on-campus. Courses range from family development, basic computer skills, real estate, grant writing, personal fitness, teacher SCECHs., wellness and stress management, foreign language, and human resources certification. Students may enroll in numerous classes in the arts, including instrumental and voice classes as well as studio arts. Through the College's Health Wise event hosted over the summer, community members are invited to campus for free health screenings and to participate in a heart healthy walk around campus.</p>
<p>(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</p>	<p>Jackson College operates a multi-stage/auditorium performing arts center;; has a fully operational fitness center; and library services operated in conjunction with Jackson District Library. Jackson College offers public access to a wide range of state-of-the art facilities, athletic fields, and grounds, which provides access to technology and other instructional equipment. Jackson College is host to the Jackson</p>

Best Practices by Category	Examples of Adherence
	<p>Community Concert Band, the Jackson Symphony, and other annual cultural events at Potter Center for the Arts. As mentioned above the College hosts a very popular Health Wise event open to the community each summer. In collaboration with the YMCA, the College annually hosts a seven-week youth summer camp where YMCA campers, at no charge, can experience all aspects of the Colleges amenities and broaden their personal experiences through workshops in the kitchen, theater, sports complex, library, housing and multiple academic departments here on campus</p> <p>Additionally,, Jackson College hosts and supports community events held in conjunction with Student Life and the College’s Affinity Liaisons (i.e. Juneteenth, Hispanic Heritage month). Intramural and varsity collegiate sports provide entertainment, engagement, and community building opportunities.</p>
<p>(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</p>	<p>The Potter Center at Jackson College boasts three well designed, versatile theatres. The Potter Center offers a variety of musical concerts, popular plays, and musical theatre performances open to the public. The community is invited to try out for the theatrical performances as well as attend the events.</p> <p>The College also maintains an art gallery in the College's performing arts building, as well as a "black box" (i.e., experimental theater) on campus.</p> <p>Additionally, JC is the performance home of the Jackson Symphony Orchestra. The Heritage Center inspires young people and community members with the lost stories of men and women who made Jackson great. Since 2006, the Heritage Center has completed over a dozen community projects, spanning three counties: Jackson, Adrian, and Hillsdale. Many of the award winning displays in the Heritage Center have been displayed in local museums. The Heritage Center also hosts famous historical professors, authors, and NAACP Award</p>

Best Practices by Category	Examples of Adherence
	<p>winner like Malcolm X’s daughter, Ilyasah Shabazz and Eisner Award winner John McCrea.</p> <p>The College also partners with the Michigan Shakespeare Festival (which is held on campus each summer). Additionally, JC is the performance home of the Jackson Symphony Orchestra.</p> <p>Jackson College has fully operational library services provided in conjunction with Jackson District Library. The College also offers community members’ free use of computers located in our Information Commons on campus.</p>
<p>(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</p>	<p>In Summer 2024, Jackson College hosted ribbon cutting events for the new Jets Air Station and the Fitness Court. The Jets Air Station (JAS) is a brand-new inflatable air dome that provides space for college athletics, student and community workouts, and public events. The JAS features four basketball courts, four volleyball courts, six pickleball courts, and two tennis courts along with a marked walking track surrounds the perimeter of the athletic courts.</p> <p>While the JAS provides space for climate-controlled exercise, the Fitness Court Studio is an outside exercise space allowing the community, students, and Jackson College employees to exercise with the backdrop of the majestic Jackson College Campus in the background. The Fitness Court Studio is an initiative possible through sponsorships with the National Fitness Campaign (NFC) and Priority Health that provides for a total body workout with seven exercises in seven minutes and includes an outside studio for yoga, Zumba, kickboxing or other group exercises on a softer surface.</p> <p>Jackson College also offers a Jets Trail, Disc Golf Course, and access to the Dahlem Nature Center.</p>

Best Practices by Category	Examples of Adherence
<p>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p>	<p>Student Life offers community events and multicultural activities. These events are a staple of the College with a range of activities scheduled annually. Activities include, but are not limited to, Constitution Day, the Martin Luther King Celebration, International Day, Cinco de Mayo, and Welcome Week. Jackson College supports 13 Sports teams, and all events are open to the public. The college also is an active participant in Challenge Day providing interactive support and coaching to area 7th graders addressing bullying and working to provide a safe and supportive environment for young people. The College will host Challenge Day on its central campus this year.</p> <p>Student volunteers working at the Heritage Center have contributed well over 20,000 service hours working on unique historical projects. As stated above, the projects are displayed for the community to view in the Heritage Center and are often displayed in museums and other public locations. Heritage center students also volunteer their time researching information for projects at local museums.</p> <p>Jackson College also hosts community programs such as Drug Summits, African American Male Summits, in addition to providing space for elected officials to meet with community members.</p> <p>The College also hosts a free Easter Egg Hunt in the spring and a Halloween Spooktacular open to the entire community to come and celebrate the holiday with games, candy, and a variety of activities. Jackson College employees engage in community service projects ranging from volunteering at local public schools, non-profits, community agencies, and community parks.</p> <p>The College offers a diverse collection of community personal enrichment workshops year-round that</p>

Best Practices by Category	Examples of Adherence
	<p>include but are not limited to ceramic, painting, writing, art, and culinary workshops. Jackson College also partners with Southern Michigan Food Bank Fresh Food Distribution in the Summer to provide pallets of fresh fruits, vegetables, and nuts to community. Additionally, the College participates in an HCEMC Service Day – Cleaning local fairgrounds to prep for upcoming county fair.</p> <p>This Fall (2024), Jackson College will launch its community-student mentorship program. Approximately 50 local members of the community, including the Mayor of Jackson, have signed up to mentor Jackson College students. The community members are community leaders from diverse career fields and diverse backgrounds. The mentors will be paired with at least one JC student and have promised to contribute a minimum of eight hours a month to their mentees. The mentorship program is expected to begin in September 2024.</p>

NOW, THEREFORE, be it resolved that the Jackson College Board of Trustees certifies that the College does meet the best practice standards required for state appropriations under Section 230 of PA 103 of 2023, the Fiscal Year 2024.

PASSED AND APPROVED THIS 9th DAY OF SEPTEMBER 2024.

John M. Crist, Chairperson
Board of Trustees
Jackson College



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Monitoring CEO Performance 9.1 EN-01 Board ENDS (#4) – Evidence Review*</p> <p><u>BOARD POLICY:</u> ENDS: EN-01 Board’s ENDS (#4)</p>
<p>Description:</p>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EN-01 Board’s ENDS (#4).</p> <p>You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations.</p> <p>I will respond to any questions you have about the report.</p> <p>Thank you for your consideration of this monitoring report.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Board assessment of the report for Policy EN-01 Board’s ENDS (#4) for evidence of full compliance with a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

Monitoring Report: EN-01 Board's ENDS (#4)

[FULL COMPLIANCE]

Note: Board Policy is indicated in bold typeface throughout the report.

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's ENDS Policy EN-01: "Board's ENDS (#4)". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

A handwritten signature in black ink, appearing to read "Daniel J. Phelan".

9.9.24

Daniel J. Phelan, Ph.D.
President and CEO

Date

POLICY STATEMENT:

4. Learners develop life and workplace skills.

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

INTERPRETATION:

I have interpreted this policy statement to mean that, as part of the learning experience at Jackson College, degree and certificate seekers shall have the opportunity to grow in their understanding of essential work and life skills, necessary to be successful in our democracy.

This is reasonable because technical knowledge without context in the broader economic and social ecosystem of the United States is insufficient for a learner to

be successful.

EVIDENCE:

- a) On 08.28.24, the Director of Workforce Training confirmed that Jackson College provides learners with an array of opportunities to participate in work-based/experiential learning. Learners may participate in formal industry tours, internship experiences (both integrated in coursework and as separate learning experiences), clinical experiences, service-learning projects and work study opportunities. Examples of such include extensive clinical experiences as part of nursing and allied health program curriculum; independent externships; participation in the volunteer income tax assistance (vita) program; course projects involving interviews with industry experts; and participation in semester-long or 7-week session internships in their field of study.

- b) On 08.28.24, the Director of Workforce Training confirmed that Jackson College has integrated internship/work-based learning courses into all its Career & Technical Education (CTE) degree programs. The College's Work-Based Learning Coordinator is responsible for developing and coordinating work-based learning opportunities with community employers and learners. Learners have opportunities to complete work-based learning experiences in the following programs: Accounting, Agriculture, Business Administration, Cloud Networking, Computer Networking, Cyber Security, Energy Systems, Entrepreneurship, Executive Assistant, Graphic Design, Software Engineering, and Sports Management.

- c) On 08.28.24, the Director of Workforce Training confirmed that to better support learners in their search for career-related experience, the College has implemented the use of Handshake, a career office management system. Handshake provides learners with over 11,000 school approved job/internship opportunities, career related events hosted by esteemed employers, and provides learners with a personalized feed based on their career and educational preferences. Handshake also allows students to connect with other learners from around the world. Not only does this aid learners in many ways, but Handshake also allows employers to connect with learners through job postings, career event registration, and resume search ability. As of implementation in July 2023, all incoming and current Jackson College students have Handshake available to them for free with single sign on access.

4.1.1 Learners experience significant gains in their critical thinking, problem solving and written communication skills.

INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving, and written communication skills are to be embedded in all certificate

and degree academic programming, as well as measured through institutional academic outcomes, which should be documented and reviewed by an assessment committee comprising faculty and administrators, which would develop and utilize rubrics of general education outcomes and essential competencies.

The achievement of this ENDS Statement is validated when:

- a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.
- b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

EVIDENCE:

- a) On 09.05.24, Dean of Health Sciences, Business, and Information Technologies confirmed that in addition to the rubrics developed by faculty for assessment of General Education Outcome (GEO) #1 (Write Clearly, Concisely and intelligibly), as well as General Education Outcome #4 (i.e., Demonstration of Scientific Reasoning), since the August 2023 review, Jackson College has been undertaking an extensive assessment of three critically important Institutional Level Outcome (ILO), embedded in every certificate and degree, which includes the following:
 1. Think critically and act responsibly. Learner outcomes for this ILO encompass personal and communal responsibilities, as well as problem solving.
 2. Work productively with others. This ILO assesses for such things as making collaborative decisions and managing conflict.
 3. Exhibit technological literacy. This ILO moves learners beyond basic technological skills and communication and to the expectation of digital citizenship.

Together, the GEOs and the ILOs impact learners throughout their educational journey at Jackson College and prepare them as thinkers, communicators, and problem solvers.

- b) The Dean of Health Science, Business and Information Technologies' review of the Academic Council agenda on 08.08.24 confirmed that it regularly includes the following: presentation for approval of biannual goals by each Department Chair, results of program reviews and course reviews conducted with the support of the Academic Deans through workshops and collaborative analysis review.

4.1.2 Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational outcomes; and
- b) Learners have opportunities to develop leadership skills outside the academic program in learner government, learner organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that learner government, learner organizations and athletics opportunities contribute significantly to development of leadership.

This is also reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

EVIDENCE:

- a) On 09.05.24, the Dean of Health Science, Business and Information Technologies confirmed that they annually review program outcomes with academic leadership, and Department Chairs confirmed that educational outcomes include leadership development.
- b) On 09.05.24, faculty support for learner government and Executive Director, Athletics & Student Development confirmed that programs provide learners with the opportunity to take on leadership roles and develop leadership skills such as time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for learner residents.

This is reasonable because research has demonstrated learner residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.

EVIDENCE:

- a) On 09.03.24, the Chief Student Services Officer confirmed that the National Junior College Athletic Association (NJCAA) eligibility requirements hinge on academic performance and satisfactory progress towards degree completion. More years of participation require greater credit attainment.
- b) On 09.03.24, the Chief Student Services Officer confirmed that the learners that are part of one co-curricular program are many times a part of others such as Phi Theta Kappa, Resident Mentors, Men of Merit, or Sisters of Strength.
- c) As of 09.03.24, the Chief Student Services Officer confirmed that the, the Chief Student Services Officer confirmed that Completion/Graduation rates for learner athletes are higher than the rest of the institution when looking at IPEDs data with 33% graduation rate and 39% transfer rate.



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
9.0 Monitoring CEO Performance 9.2 CEO Monitoring Compliance Schedule & Summary <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance
Description:
Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted. When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).
Requested Board Action:
Discussion surrounding the CEO's compliance review.
Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.14.23
EN – 01 (#5) Board's ENDS	8.14.23	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 8.14.23



President/CEO Monitoring Report Compliance Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.24
EL – 01 Treatment of Learners	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretations Review & Monitoring postponed per the Board as of 9.11.23
EL – 02 Treatment of Staff	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretations Review & Monitoring postponed per the Board as of 9.11.23
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24



President/CEO Monitoring Report Compliance

Jackson College

EL – 04 Financial Conditions & Activities	11.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 11.13.23
EL – 05 Asset Protection	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 08 Communication & Support to the Board	11.13.23	Partial	1.5 Allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.	Within actions during 11.13.23 Board meeting and going forward.	n/a	n/a	Partially Compliant 11.13.23
EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24



President/CEO Monitoring Report Compliance

Jackson College

EL – 11 Entrepreneurial Activity	3.11.24	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24

FY 2025 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
FY 2025 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
August 12, 2024	<p>Review Bylaws Review BCD-03 Delegation to CEO Review BCD-04 Monitoring CEO Performance</p>	<p>Monitor EL-00 General Executive Limitations (PHELAN) Monitor EN-01 (#1-3) Board's ENDS (VAN HEEST / BOOK)</p>
September 9, 2024	<p>Review EL-01 Treatment of Learners Review EL-02 Treatment of Staff Review BCD-01 Unity of Control Review GP-05 Role of Vice Chair Review GP-08 Board & Committee Expenses</p>	<p>Monitor EN-01 (#4) Board's ENDS (VAN HEEST / BOOK) Monitor BCD-03 Delegation to CEO Monitor BCD-04 Monitoring CEO Performance</p>
October 14, 2024	<p>Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board</p>	<p>Monitor EN-01 (#5) Board's ENDS (VAN HEEST / BOOK) Monitor EL-01 Treatment of Learners (CINDY/BROWN) Monitor EL-02 Treatment of Staff (CINDY) Monitor BCD-01 Unity of Control Monitor GP-05 Role of Vice Chair Monitor GP-08 Board & Committee Expenses</p>
November 11, 2024	<p>Review EL-09 Organization Culture Review EL-07 Compensation & Benefits Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p>	<p>Monitor EL-04 Financial Conditions & Activities (JOHN) Monitor EL-08 Communication & Support to the Board (PHELAN)</p>
January 13, 2025	<p>Review EL-10 Access to Education Review GP-14 Handling Operational Complaints Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p>	<p>Monitor EL-09 Organization Culture (CINDY) Monitor EL-07 Compensation & Benefits (CINDY) Monitor GP-13 Special Rules of Order Monitor BCD-02 Accountability of the CEO</p>
February 10, 2025	<p>Review EL-11 Entrepreneurial Activity Review GP-01 Governing Style Review BCD-06 CEO Compensation Review GP-00 Governance Commitment</p>	<p>Monitor EL-10 Access to Education (TBD) Monitor GP-14 Handling Operational Complaints Monitor GP-11 Linkage with Ownership Monitor GP-15 Handling Alleged Policy Violations</p>
March 10, 2025	<p>Review EL-12 Land Use Review GP-02 Board Job Contributions</p>	<p>Monitor EL-11 Entrepreneurial Activity (CINDY/JOHN) Monitor GP-01 Governing Style</p>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

	<p><u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>Review BCD-00</u> Global Board Management Delegation</p>	<p><u>Monitor BCD-06</u> CEO Compensation <u>Monitor GP-00</u> Governance Commitment</p>
April 14, 2025	<p><u>Review EL-05</u> Asset Protection <u>Review EL-06</u> Investments <u>Review BCD-05</u> CEO Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>Review GP-12</u> Board Linkage with External Organizations</p>	<p><u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>Monitor BCD-00</u> Global Board Management Delegation</p>
May 12, 2025	<p><u>Review EL-03</u> Planning <u>Review GP-09</u> Board Code of Conduct</p>	<p><u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investments (JOHN) <u>Monitor BCD-05</u> CEO Succession <u>Monitor GP-03</u> Board Planning Cycle & Agenda Control <u>Monitor GP-12</u> Board Linkage with External Organizations</p>
June 9, 2025	<p><u>Review EL-00</u> General Executive Limitations <u>Review EN-01</u> ENDS (#1-3)</p>	<p><u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>10.0 Monitoring Board Performance 10.1 BCD-03 Delegation to CEO – Board Survey Review</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-03 Delegation to CEO</p>
<p>Description:</p>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board’s compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the Board’s discussion.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the results to determine compliance with policy statements and any changes that might be needed.</p>
<p>Action Taken:</p>



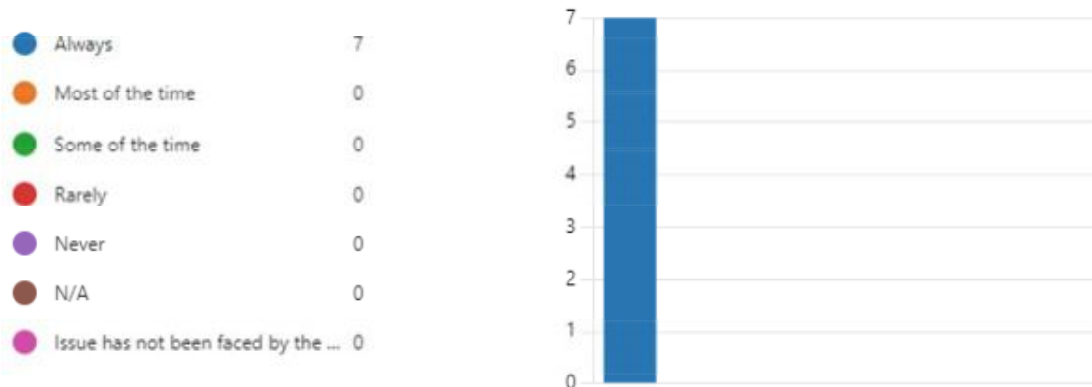
Jackson College Board of Trustees

**BOARD SELF-MONITORING SURVEY RESULTS:
BCD-03
Delegation to the CEO
DATE: 09.03.24**

1. **Number of Response: 7**
2. **Policy opening statement:**

The Board will instruct the CEO through written policies which prescribe the organizational ENDS to be achieved, and describe organizational situations and actions to be avoided, (i.e. Executive Limitations), allowing the CEO to use any reasonable interpretation of these policies.

Have we acted consistently with this item of policy?



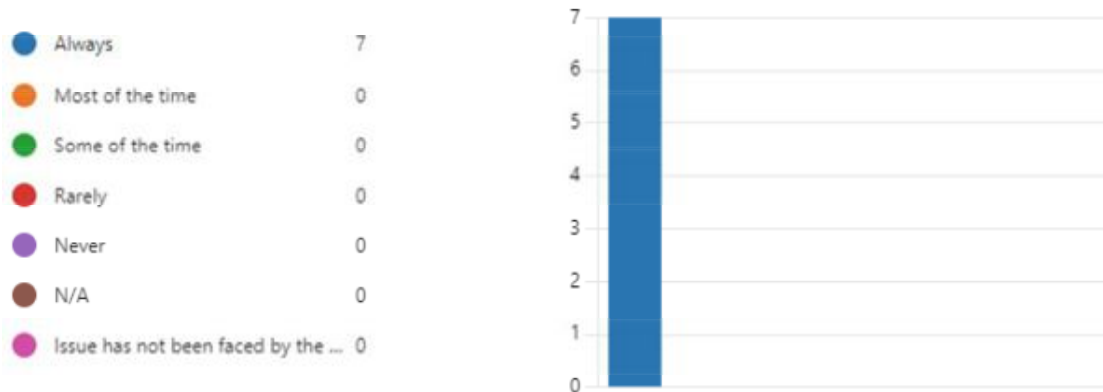
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. **Item 1:**

The Board will develop ENDS policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.

Have we acted consistently with this item of policy?



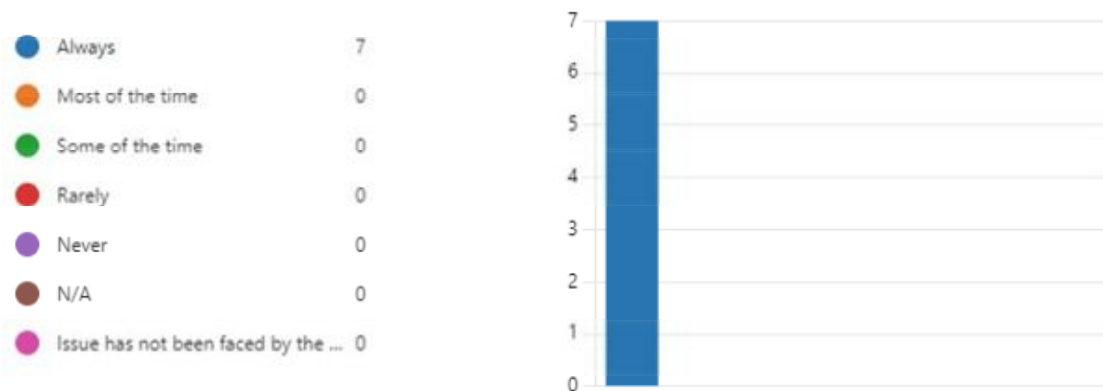
5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **Item 1.1:**

Policies that do not address the subjects of results, recipients or worth will not be included in ENDS, as they relate to means.

Have we acted consistently with this item of policy?



7. Provide specific representative examples to support your above response when applicable.

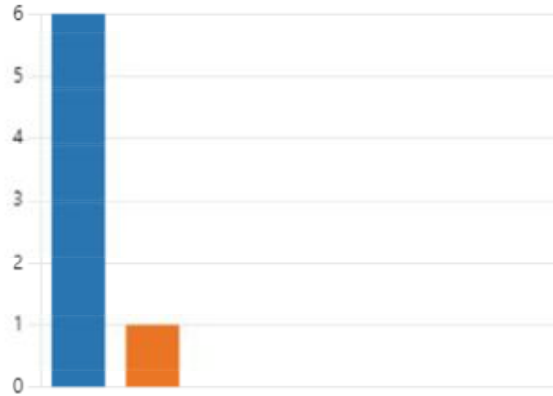
- N/A

8. **Item 1.1.1:**

Specifically, documents such as the College’s Strategic Agenda and Organizational Budgets will not be considered ENDS, as they relate to operational means of achieving the ENDS.

Have we acted consistently with this item of policy?

● Always	6
● Most of the time	1
● Some of the time	0
● Rarely	0
● Never	0
● N/A	0
● Issue has not been faced by the ...	0



9. Provide specific representative examples to support your above response when applicable.

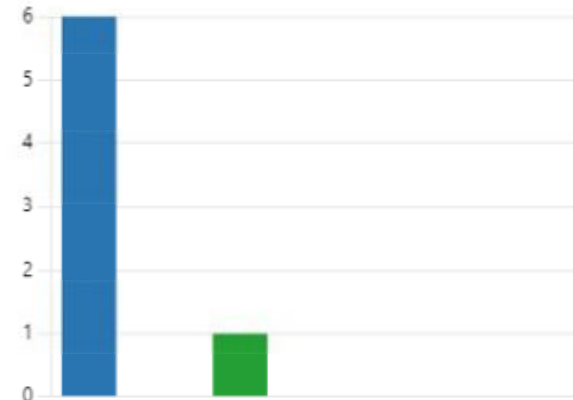
- N/A

10. *Item 2:*

The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.

Have we acted consistently with this item of policy?

● Always	6
● Most of the time	0
● Some of the time	1
● Rarely	0
● Never	0
● N/A	0
● Issue has not been faced by the ...	0



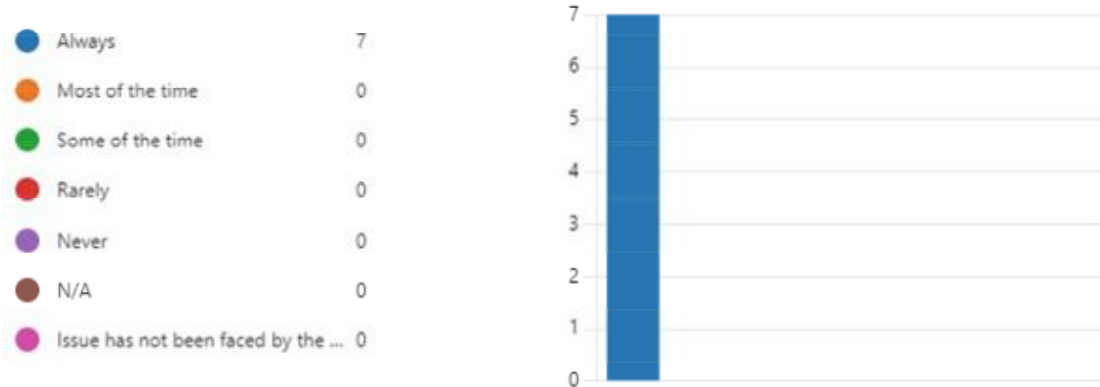
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **Item 2.1:**

These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.

Have we acted consistently with this item of policy?



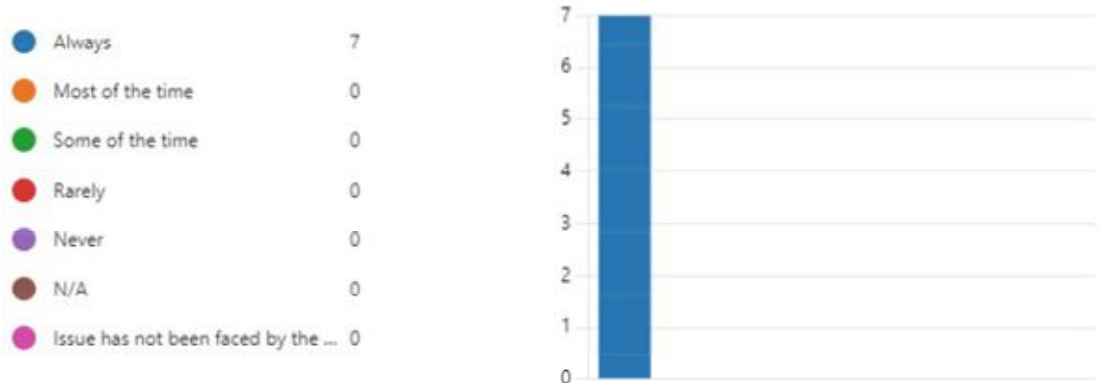
13. Provide specific representative examples to support your response above when applicable.

- N/A

14. **Item 2.2:**

The Board will never prescribe organizational means delegated to the CEO.

Have we acted consistently with this item of policy?



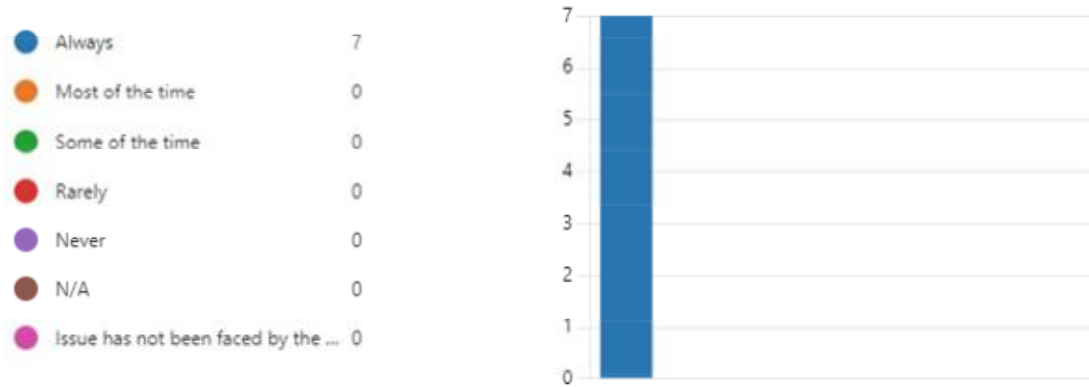
15. Provide specific representative examples to support your response above when applicable.

- N/A

16. **Item 3:**

All policies will be developed systematically from the broadest, most general level to more defined levels.

Have we acted constantly with this item of policy?



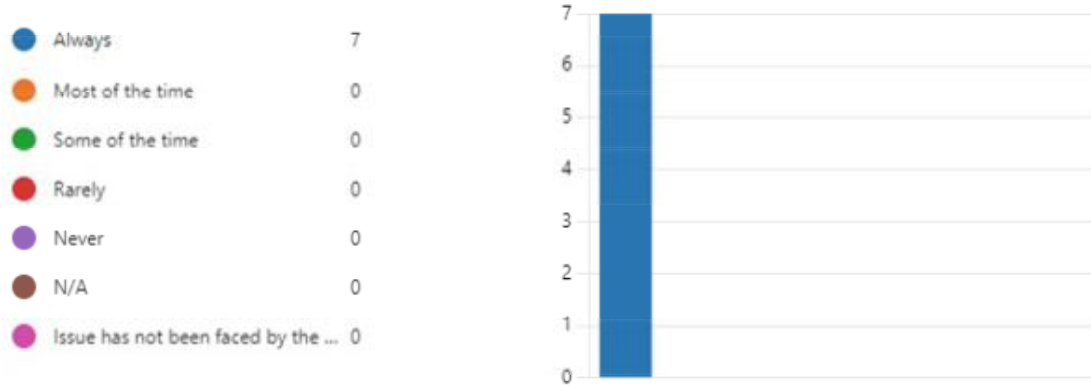
17. Provide specific representative examples to support your response above when applicable.

- N/A

18. **Item 4:**

As long as the CEO uses any reasonable interpretation of the Board's ENDS and Executive Limitations policies, the CEO is authorized to establish all further organizational policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.

Have we acted consistently with this item of policy?



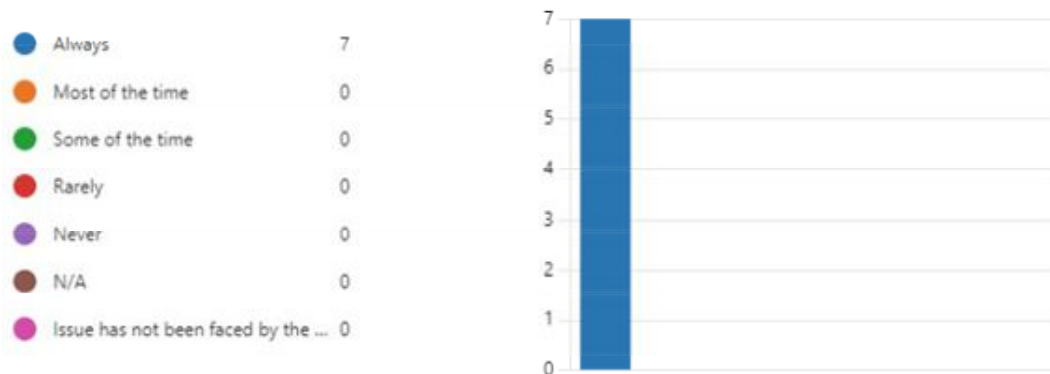
19. Provide specific representative examples to support your response above when applicable.

- N/A

20. **Item 5:**

The Board may change its ENDS and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support any reasonable CEO interpretation of the policies. This does not prevent the Board from obtaining information from the CEO about the delegated areas, except for data protected by privacy legislation.

Have we acted consistently with this item of policy?



21. Provide specific representative examples to support your response above when applicable.

- N/A

22. Other Board Comments:

- *N/A*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>10.0 Monitoring Board Performance 10.2 BCD-04 Monitoring CEO Performance – Board Survey Review</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
<p>Description:</p>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board’s compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the Board’s discussion.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the results to determine compliance with policy statements and any changes that might be needed.</p>
<p>Action Taken:</p>



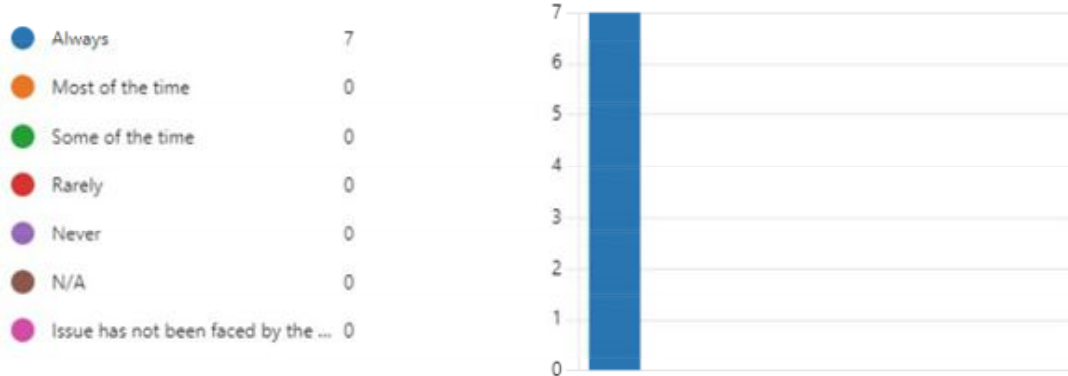
Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: BCD-04 Monitoring CEO Performance DATE: 09.03.24

1. **Number of Response: 7**
2. **Policy opening statement:**

CEO job performance will be measured solely by systematic monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of ENDS policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

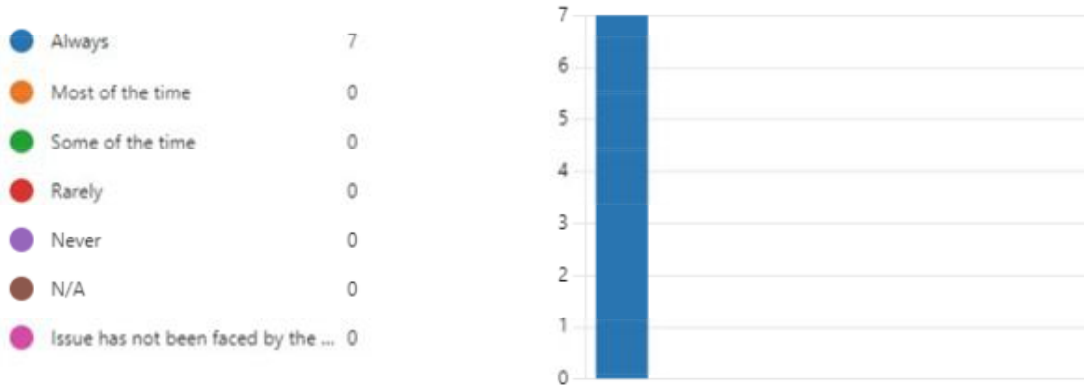
Have we acted consistently with this item of policy?



3. Provide specific representative examples to support your above response when applicable.
 - N/A
4. **Item 1:**

The purpose of monitoring is to determine the degree to which the Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.

Have we acted consistently with this item of policy?



5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **Item 2:**

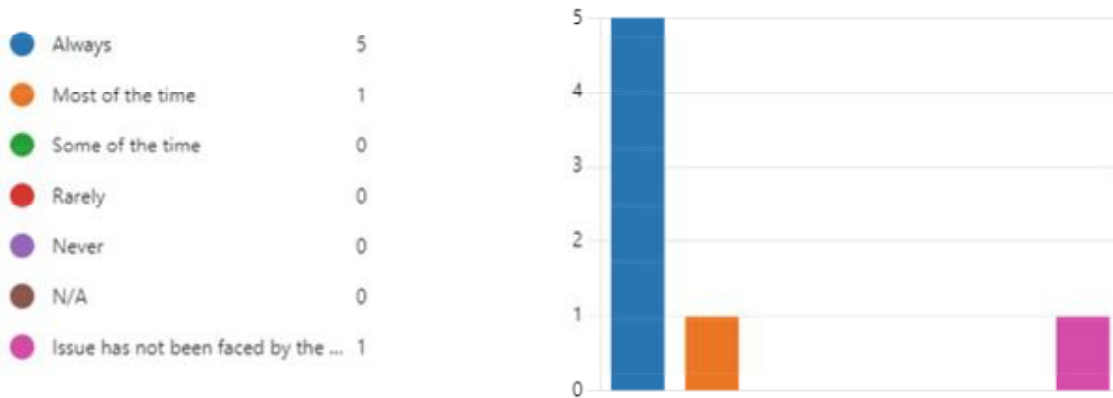
A given policy may be monitored in one or more of three ways:

2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of the interpretation.

2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.

2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. Such an inspection requires notification of the CEO.

Have we acted consistently with this item of policy?



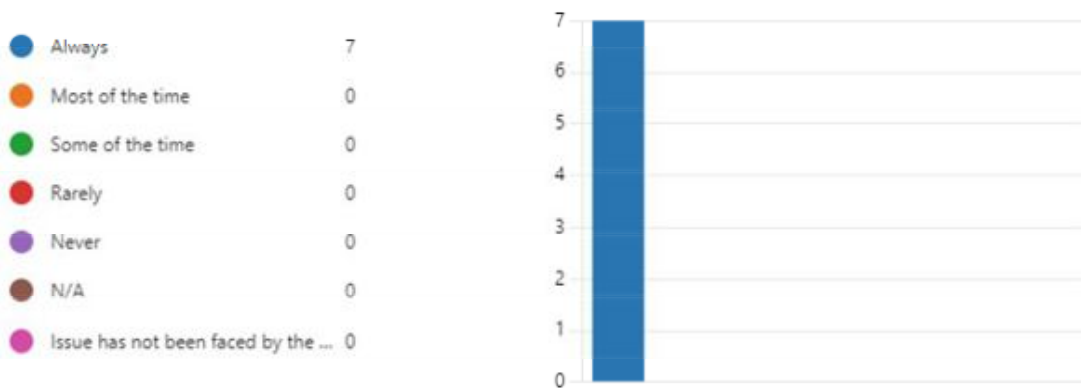
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **Item 3:**

Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole. Reasonable standard has often been used by courts for making a determination as to the constitutionality or lawfulness of legislation and regulations by those who practice them.

Have we acted consistently with this item of policy?



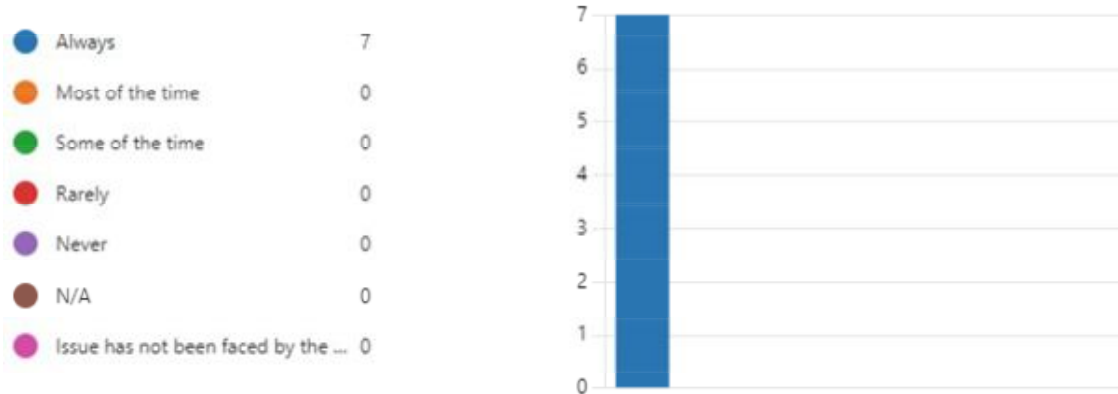
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **Item 4:**

Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each Ends and Executive Limitations policy will be classified by the Board according to frequency and method.

Have we acted consistently with this item of policy?



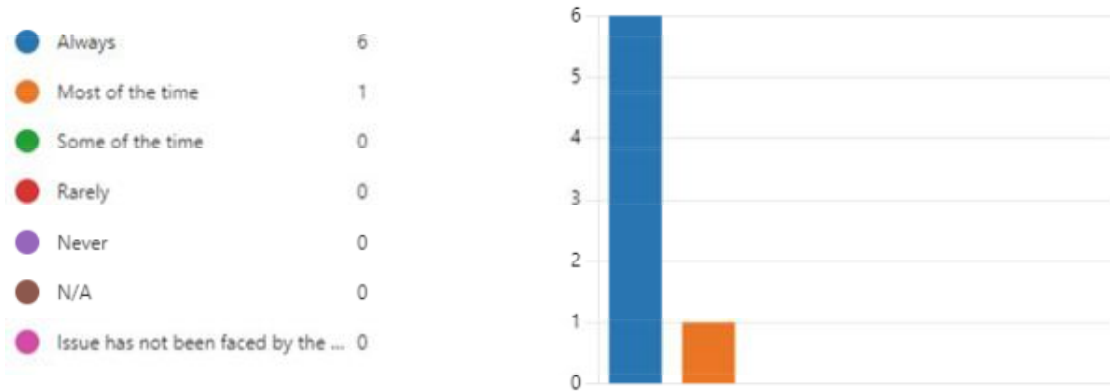
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **Item 5:**

The performance of the College, as noted by CEO Monitoring Reports, is considered synonymous with the performance of the CEO. The Board's review and acceptance of the CEO Monitoring Reports each month constitutes a proportionate performance review of the CEO each month. A summative review of the CEO by the Board may occur annually in August, based on the achievement of the Board's ENDS policies and non-violation of its Executive Limitations policies. This summary review would be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports and identifying performance trends evidenced by that data.

Have we acted consistently with this item of policy?



13. Provide specific representative examples to support your response above when applicable.

- N/A

14. Other Board Comments:

- N/A



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>11.0 Information Requested by the Board 11.1 Excellence Minute - Jamie Vandenburg, Dean of Workforce, Technical, and Professional Education</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Description:</p>
<p>This is an opportunity to celebrate an example of the many good works that Jackson College is doing each day. During this portion of the agenda, a student, alumni, community member or colleague will provide a highlight of the College's impactful and excellence practices.</p> <p>We are excited to welcome Jamie Vandenburg (Dean of Workforce, Technical, and Professional Education) to the Trustee's Board Meeting. Jamie will share the College's recent success with fresh food donations hosted on JC's Central Campus.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Celebrate a Jackson College success, student, or colleague.</p>
<p>Action Taken:</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
11.0 Information Requested by the Board 11.2 College Feature: Enrollment / Lenawee Campus (Zak McNitt, Registrar / Dir. LISD TECH) <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Description:
As this month's "College Feature", Jackson College Registrar and Director of Jackson College @ LISD TECH will present an update on the College's enrollment efforts, with an emphasis on efforts in Lenawee County. Zak has continued to serve this College with distinction and has helped to build enrollment growth in our Lenawee County satellite operation, as part of our restructuring effort. I am grateful for his passion and commitment to this work at Jackson College. You have a real treat to hear from him about our work on the southern part of our district.
Requested Board Action:
Review as information and ask Zak any questions the Board may have.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>11.0 Information Requested by the Board 11.3 Next Regular Board Meeting Topics – October 14, 2024</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<p>Description:</p>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (October 14, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <ul style="list-style-type: none"> • Excellence Minute • Policy Review: EL-04 Financial Conditions & Activities • Policy Review: EL-08 Communication & Support to the Board • Interpretations Assessment: EL-04 Financial Conditions & Activities • Interpretations Assessment: EL-08 Communication & Support to the Board • Consideration of February 2025 Regular Board Meeting Date Change • Evidence Review: EN-01 Board’s ENDS (#5) • Evidence Review: EL-01 Treatment of Learners • Evidence Review: EL-02 Treatment of Staff • CEO Monitoring Compliance Schedule & Summary • Board Survey Results: BCD-01 Unity of Control • Board Survey Results: GP-05 Role of Vice Chair • Board Survey Results: GP-08 Board & Committee Expenses • College Feature: PACE Survey Review / Strategic Agenda
<p>Requested Board Action:</p>
<p>Review of currently anticipated topics.</p>
<p>Action Taken:</p>

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: September 9, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>12.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 12.1 Principles of Policy Governance</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p>Description:</p>
<p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board’s work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board’s work both in terms of this meeting and in general governance practice.</p> <p>https://governforimpact.org/resources/principles-of-policy-governance.html</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Define particular areas for improvement in the governance process.</p>
<p>Action Taken:</p>
<p> </p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
13.0 Meeting Content Review <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
Description:
This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.
Resource Impact:
None
Requested Board Action:
Consideration of areas for meeting content improvement
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 9, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
14.0 Adjourn* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description:
Board action is required to adjourn the meeting.
Resource Impact:
None
Requested Board Action:
Meeting Adjournment
Action Taken: